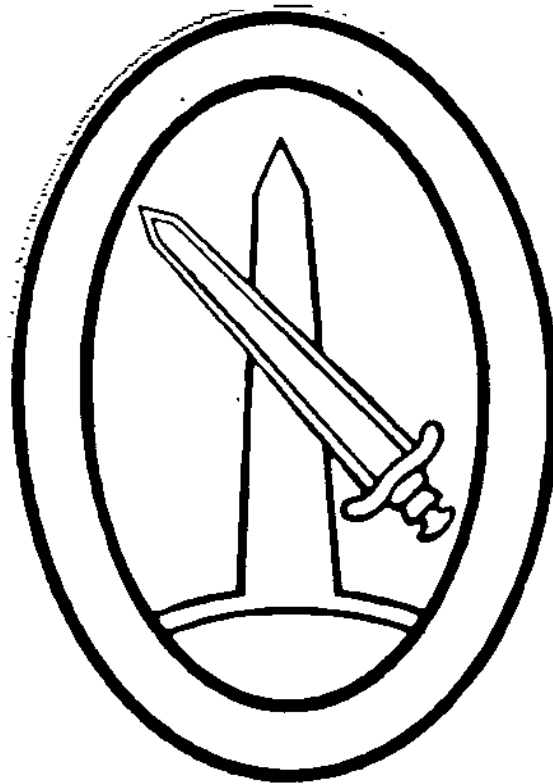


Organization and Functions

**ORGANIZATION, MISSIONS, AND FUNCTIONS  
OF THE U.S. ARMY MILITARY DISTRICT OF WASHINGTON**



**Headquarters, U.S. Army Military District of Washington**

1 May 2000

DEPARTMENT OF THE ARMY  
U.S. ARMY MILITARY DISTRICT OF WASHINGTON  
Fort Lesley J. McNair, DC 20319-5058

MDW Regulation  
No. 10-87

1 May 2000


Organization and Functions  
ORGANIZATION, MISSIONS, AND FUNCTIONS OF THE  
U.S. ARMY MILITARY DISTRICT OF WASHINGTON

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FOR THE COMMANDER:

STEPHEN B. MASSEY  
Colonel, GS  
Chief of Staff

OFFICIAL:

  
RICHARD R. MILLER  
Acting, Adjutant General

DISTRIBUTION:

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U.S. ARMY TRAINING AND DOCTRINE  
COMMAND (TRADOC)  
U.S. ARMY MATERIEL COMMAND (AMC)  
U.S. ARMY MEDICAL COMMAND  
(USAMEDCOM)  
U.S. ARMY CORPS OF ENGINEERS (COE)  
U.S. ARMY CRIMINAL INVESTIGATION  
COMMAND (USACIDC)  
U.S. ARMY INTELLIGENCE AND  
SECURITY COMMAND (INSCOM)  
MILITARY TRAFFIC MANAGEMENT  
COMMAND (MTMC)

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**History.** This publication was originally printed on 29 July 1975 as MDW Regulation 10-30. It was revised and reissued as MDW Regulation 10-87 on 18 August 1993 with an effective date of 1 October 1993. On 9 February 1995, MDW Regulation 10-87 was revised and reissued. This printing publishes the most recent changes in the command organization and functions.

**Summary.** This is a revision of MDW Regulation 10-87, 9 February 1995. Command mission is stated in paragraph 2-1; the organizational history of the U.S. Army Military District of Washington (MDW) is outlined at appendix B. The most recent and significant changes within MDW are as follows:

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**\*This regulation supersedes MDW Reg 10-87, 9 February 1995.**

a. The Deputy to the Commanding General for Installation Support (DCIS) has been established.

b. The Office of the Deputy Chief of Staff for Support (DCSSPT) has been formed by combining the Deputy Chiefs of Staff for Logistics and Engineering and Housing.

c. The Office of the Chief Information Officer (CIO) has replaced the Deputy Chief of Staff for Information Management (DCSIM) and is dual hatted as the Commander, U.S. Army Signal Activity-MDW.

d. Initiatives Office, a special staff responsible for the reorientation of MDW business practices, has been established.

e. In accordance with Army guidance (AR 600-20, para 6-4) the Office of the Equal Opportunity Program for MDW is now a separate office listed in Part Two, The Personal Staff.

f. The Office of the Principal Assistant Responsible for Contracting and Associate Director Small and Disadvantaged Business Utilization has been established.

g. Fort Hamilton has been added to MDW installations.

h. Fort Ritchie Military Community has been eliminated as part of base realignment and closure (BRAC).

**Applicability.** This regulation applies to all elements of MDW.

**Supplementation.** Supplementation of this regulation is prohibited.

**Suggested improvements.** The proponent of this regulation is the Office of the Deputy Chief of Staff for Resource Management (DCSRM). Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms), or in a memorandum, to CDR, MDW, ATTN: ANRM, 103 Third Avenue, Fort Lesley J. McNair, DC 20319-5058.

## Contents

	Paragraph	Page
<b>Part One</b>		
<b>Command Overview</b>		
<b>Chapter 1</b>		
<b>Introduction</b>		
Purpose .....	1-1	1-1
References .....	1-2	1-1
Explanation of abbreviations .....	1-3	1-1
Organizational history of the United States Army		
Military District of Washington.....	1-4	1-1
Recommending changes to this regulation .....	1-5	1-1
<b>Chapter 2</b>		
<b>Command Group</b>		
Command mission .....	2-1	2-1
Organization and concept of operation for the		
MDW MACOM .....	2-2	2-1
Functions of the Command Group .....	2-3	2-2
<b>Part Two</b>		
<b>The Personal Staff</b>		
<b>Chapter 3</b>		
<b>Office of the Inspector General</b>		
Mission .....	3-1	3-1
Functions of the Office of the Inspector General		
and its sub-elements.....	3-2	3-1
<b>Chapter 4</b>		
<b>Office of the Staff Judge Advocate</b>		
Mission .....	4-1	4-1
Functions of the Office of the Staff Judge Advocate		
and its sub-elements.....	4-2	4-1
<b>Chapter 5</b>		
<b>Public Affairs Office</b>		
Mission .....	5-1	5-1
Functions of the Public Affairs Office		
and its sub-elements.....	5-2	5-1
<b>Chapter 6</b>		
<b>Safety Office</b>		
Mission .....	6-1	6-1
Functions of the Safety Office .....	6-2	6-1
<b>Chapter 7</b>		
<b>Office of the Command Chaplain</b>		
Mission .....	7-1	7-1
Functions of the Office of the Command Chaplain		
and its sub-elements.....	7-2	7-1

	Paragraph	Page
<b>Chapter 8</b>		
<b>Office of the Equal Employment Opportunity</b>		
<b>Directorate</b>		
Mission .....	8-1	8-1
Functions of the Equal Employment Opportunity		
Directorate .....	8-2	8-1
<b>Chapter 9</b>		
<b>Office of the Staff Medical Advisor</b>		
Mission .....	9-1	9-1
Functions of the Staff Medical Advisor.....	9-2	9-1
<b>Chapter 10</b>		
<b>Office of Internal Review</b>		
Mission .....	10-1	10-1
Functions of the Office of Internal Review .....	10-2	10-1
<b>Chapter 11</b>		
<b>Office of the Equal Opportunity Program</b>		
Mission .....	11-1	11-1
Functions of the Office of the Equal Opportunity		
Program and its sub-elements.....	11-2	11-1
<b>Part Three</b>		
<b>The Coordinating and Special Staff</b>		
<b>Chapter 12</b>		
<b>Office of the Deputy Chief of Staff for Personnel</b>		
Mission .....	12-1	12-1
Functions of the Office of the Deputy Chief of		
Staff for Personnel and its sub-elements.....	12-2	12-1
<b>Chapter 13</b>		
<b>Office of the Deputy Chief of Staff for Operations,</b>		
<b>Plans, and Security</b>		
Mission .....	13-1	13-1
Functions of the Office of the Deputy Chief of		
Staff for Operations, Plans, and Security and		
its sub-elements .....	13-2	13-1
<b>Chapter 14</b>		
<b>Office of the Deputy Chief of Staff for Support</b>		
Mission .....	14-1	14-1
Functions of the Office of the Deputy Chief of		
Staff for Support and its sub-elements.....	14-2	14-1
<b>Chapter 15</b>		
<b>Office of the Deputy Chief of Staff for Resource</b>		
<b>Management</b>		
Mission .....	15-1	15-1
Functions of the Office of the Deputy Chief of		
Staff for Resource Management and its		
sub-elements.....	15-2	15-1

	Paragraph	Page
<b>Chapter 16</b>		
<b>Initiatives Office</b>		
Mission .....	16-1	16-1
Functions of the Initiatives Office .....	16-2	16-1
<b>Chapter 17</b>		
<b>Office of the Chief Information Officer</b>		
Mission .....	17-1	17-2
Functions of the Office of the Chief Information Officer and its sub-elements.....	17-2	17-1
<b>Chapter 18</b>		
<b>Directorate of Ceremonies and Special Events</b>		
Mission .....	18-1	18-1
Functions of the Directorate of Ceremonies and Special Events and its sub-elements .....	18-2	18-1
<b>Chapter 19</b>		
<b>Office of the Provost Marshal</b>		
Mission .....	19-1	19-1
Functions of the Office of the Provost Marshal and its sub-elements.....	19-2	19-1
<b>Chapter 20</b>		
<b>Office of the Principal Assistant Responsible for Contracting and Associate Director Small and Disadvantaged Business Utilization</b>		
Mission .....	20-1	20-1
Functions of the Principal Assistant Responsible for Contracting and the Office of the Director of the Acquisition Center.....	20-2	20-1
<b>Chapter 21</b>		
<b>Civilian Personnel Directorate</b>		
Mission .....	21-1	21-1
Functions of the Civilian Personnel Directorate and its sub-elements.....	21-2	21-1
<b>Part Four</b>		
<b>Installations</b>		
<b>Chapter 22</b>		
<b>Fort Myer Military Community</b>		
Organization .....	22-1	22-1
Functions of Fort Myer Military Community.....	22-2	22-1
<b>Chapter 23</b>		
<b>Fort Belvoir</b>		
Organization .....	23-1	23-1
Functions of Fort Belvoir.....	23-2	23-1

	Paragraph	Page
<b>Chapter 24</b>		
<b>Fort George G. Meade Military Community</b>		
Organization .....	24-1	24-1
Functions of Fort George G. Meade Military Community.....	24-2	24-1
<b>Chapter 25</b>		
<b>Fort Hamilton Military Community</b>		
Organization .....	25-1	25-1
Functions of Fort Hamilton Military Community.....	25-2	25-1
<b>Part Five</b>		
<b>Commands and Activities</b>		
<b>Chapter 26</b>		
<b>1<sup>st</sup> Battalion (Reinforced), 3d U.S. Infantry (The Old Guard)</b>		
Mission .....	26-1	26-1
Functions of the 1 <sup>st</sup> Battalion (Reinforced), 3d U.S. Infantry (The Old Guard) and its sub-elements .....	26-2	26-1
<b>Chapter 27</b>		
<b>The United States Army Band (Pershing's Own)</b>		
Mission .....	27-1	27-1
Functions of the Band headquarters and its sub-elements.....	27-2	27-1
<b>Chapter 28</b>		
<b>12<sup>th</sup> Aviation Battalion</b>		
Mission .....	28-1	28-1
Functions of the Office of the Commander, 12 <sup>th</sup> Aviation Battalion and its sub-elements.....	28-2	28-1
<b>Chapter 29</b>		
<b>Joint Personal Property Shipping Office-Washington</b>		
Mission .....	29-1	29-1
Functions of the Office of the Commander, Joint Personal Property Shipping Office-Washington Area and its sub-elements.....	29-2	29-1
<b>Chapter 30</b>		
<b>U.S. Army Military District of Washington Engineer Company</b>		
Mission .....	30-1	30-1
Command Relationships.....	30-2	30-1
<b>Chapter 31</b>		
<b>White House Transportation Agency</b>		
Mission .....	31-1	31-1
Organization .....	31-2	31-1

## Paragraph Page

**Chapter 32****Arlington National Cemetery**

Mission .....	32-1	32-1
Functions of the Arlington National Cemetery and its sub-elements.....	32-2	32-1

**Chapter 33****The United States Army Field Band Headquarters**

Mission .....	33-1	33-1
Functions of the Field Band headquarters and its sub-elements.....	33-2	33-1

**Chapter 34****The 289<sup>th</sup> Military Police Company**

Mission .....	34-1	34-1
Functions of the 289 <sup>th</sup> Military Police Company .....	34-2	34-1

**Chapter 35****The 152d Military Police Platoon**

Mission .....	35-1	35-1
---------------	------	------

**Appendixes**

A. References .....	A-1
B. Organizational history of the United States Army Military District of Washington.....	B-1

Glossary .....	Glossary 1
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**Part One  
Command Overview**

**Chapter 1  
Introduction**

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**1-1. Purpose**

This regulation implements DA GO 27 (1 Jun 71) and AR 10-87, chapter 10 (30 Oct 92). It designates command organizational elements; prescribes their organization, mission, and functions; sets forth command relationships among them; and establishes a chain of command.

**1-2. References**

Required and related publications are listed in appendix A.

**1-3. Explanation of abbreviations**

Abbreviations used in this regulation are listed in the glossary.

**1-4. Organizational history of the United States Army Military District of Washington**

The command history is discussed in appendix B.

**1-5. Recommending changes to this regulation**

Proposed changes in command mission, organization, and functions may be initiated at any level. They should be forwarded through command channels to Headquarters, MDW. The action should be staffed with all affected and interested staff principals, commanders, and operating officials. When staffing is completed, the action should be submitted at least 60 days before the desired date of implementation. Send to CDR, MDW, ATTN: ANRM, 103 Third Avenue, Fort Lesley J. McNair, DC 20319-5058. The staff action paper should include--

a. A justification for proposed changes, including a narrative statement of the purpose and the benefits to be gained.

b. Evidence of authority for expanding functions or capabilities, if applicable.

c. A statement of the impact on manpower and funding.

d. A revised organization chart and a revised table of distribution and allowances, if applicable.

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## **Chapter 2**

### **Command Group**

#### **2-1. Command mission**

The U.S. Army Military District of Washington (MDW)--

a. Responds to crisis, disaster, and security requirements in the National Capital Region (NCR) through implementation of various contingency plans.

b. Provides--

(1) Base operations support (BASOPS) for U.S. Army and Department of Defense organizations throughout the NCR.

(2) A variety of specialized support including personal property shipping for the region, rotary-wing airlift, and operation, administration, and maintenance of Arlington National Cemetery.

c. The MDW, in conjunction with other Services in the NCR, acts as the DoD executive agent for ceremonies and public events to include State Funerals CONUS-wide. The joint task force headquarters coordinates and directs DoD assigned contingency operations.

#### **2-2. Organization and concept of operation for the MDW MACOM**

a. The MDW is a multifaceted command with responsibilities that extend throughout the NCR-Washington Metropolitan area, as far north as New York City and as far south as Hopewell, Virginia. The headquarters serves in a dual role as an area headquarters providing community support and as a command headquarters responsible for assigned units, activities, and contingency missions.

b. The MDW is a multifaceted command with six installations and subinstallations assigned that are organized into four military communities as follows: Fort Myer, Virginia, and its subinstallation, Fort Lesley J. McNair in the District of Columbia; Fort Belvoir, Virginia, and its subinstallation, Fort A.P. Hill in Virginia; Fort George G. Meade, Maryland; and Fort Hamilton, New York. Major subordinate commands and activities assigned to MDW include the 3d U.S. Infantry (The Old Guard); The U.S. Army Band (Pershing's Own); the 12<sup>th</sup> Aviation Battalion; the U.S. Army Signal Activity-MDW; and the Joint Personal Property Shipping Office-Washington Area. The MDW has administration, operation, and maintenance responsibility of Arlington National Cemetery which is under the jurisdiction of the Assistant Secretary of the Army (Civil Works).

c. For support of assigned contingency operations and in its role as DoD executive agent for ceremonies and public events to include State Funerals CONUS-wide, MDW, augmented by other Services in the NCR, forms a joint task force headquarters to coordinate and direct the DoD efforts.

d. In addition to its official ceremonial roles, MDW spearheads the Army's community relations efforts in the NCR, conducting such highly visible events as The Army Ten-Miler, the inauguration of the President, Spirit of America, the Boy Scout Jamboree, the Twilight Tattoo series, The U.S. Army Band Summer Concert series, the Christmas Concert at Constitution Hall, and The U.S. Army Band Birthday Concert at the Kennedy Center. Additionally, MDW supports the Army and DoD community relations programs worldwide with elements of the 3d U.S. Infantry and The U.S. Army Band.

e. The MDW has a routine operating relationship with various offices in Congress, the White House, the State Department, the Secret Service, the Federal Bureau of Investigation, the DC Government, the National Park Service, and its Service counterparts (Air Force, Navy, Marine Corps, and Coast Guard) as well as OSD and the Army Staff.

f. General responsibility for BASOPS in the NCR is shared between the Office of the Administrative Assistant to the Secretary of the Army and MDW. The Administrative Assistant is responsible for support to Army activities in the Pentagon and in Government leased space. The MDW supports activities on military installations and in leased space. Division of responsibility for leased space is based on capability to support, operational efficiency, and existing plans for relocation of Army activities in the NCR.

g. Though the Humphreys Engineer Center (HEC) is contiguous to Fort Belvoir proper, it is a 583-acre separate installation of the U.S. Army Corps of Engineers. Fort Belvoir provides BASOPS support to HEC in accordance with current intra-service support agreements.

h. The Assistant Secretary of the Army (Civil Works) has responsibility for policy formulation in the administration of the Arlington National Cemetery.

i. Organization of the U.S. Army Military District of Washington (MDW) command is shown in figure 2-1. More detail is covered in separate chapters, one for each major element.

### **2-3. Functions of the Command Group**

a. The Commanding General (CG)--

(1) Commands all Army units, activities, and installations assigned or attached to MDW (fig 2-1).

(2) Directs organization, training, and support of units and personnel as required for the performance of the mission.

(3) Serves as Chairman of the Armed Forces Inaugural Committee.

(4) Commands all Army units and those of other Services assigned to the CG's operational control for Joint Task Force, MDW.

(5) Coordinates and provides administrative and logistical support as directed by Headquarters, Department of the Army (HQDA).

(6) Represents the Secretary of Defense; Chairman, Joint Chiefs of Staff; Secretary of the Army; and Chief of Staff, Army, in official ceremonies, as directed.

(7) Serves as Uniform Code of Military Justice (UCMJ) authority for active Army personnel or activated reservists assigned or attached to the NCR. Anyone not assigned to another jurisdiction by secretarial directive falls under general courts martial convening authority of MDW.

(8) See figure 2-2 for Command Group organization.

b. The Deputy to the Commanding General for Installation Support (DCIS)--

(1) Exercises command overwatch for the subordinate installations: Forts Myer, McNair, Belvoir, A.P. Hill, Meade, and Hamilton.

(2) Advises and assists the CG in all aspects of MDW installation management and BASOPS to include budget execution.

(3) Acts in the absence of the CG as authorized.

(4) Chairs and coordinates the MDW Strategic Planning Executive Steering Committee.

(5) Oversees the MDW initiatives, self-assessment, and organizational inspection programs.

(6) Attends Installation Management Action Plan (IMAP) Briefings. Ensures IMAP briefings are aligned to the MDW Vision and Strategic Plan.

(7) Oversees morale, welfare, and recreation (MWR) and the civilian training programs.

(8) Reviews and studies DoD and HQDA long-range plans, particularly evaluating the impact these plans have on BASOPS within MDW.

(9) Is responsible for human resource management. Directly and indirectly manages a staff of approximately 4,800 civilian and military personnel at 6 installations.

c. The Chief of Staff (CofS)--

(1) Supervises all aspects of the major Army command (MACOM) staff activity. Main functions are policy, planning, oversight, and operations.

(2) Provides guidance, planning objectives, and completion dates for projects to obtain maximum benefits from all resources.

(3) Ensures that instructions and orders issued to the command implement policies and plans as well as the vision of the CG.

(4) Directs for the CG those functional activities that cut across command and staff lines.

(5) Serves as the command position management officer (PMO) for grade levels GS-14 and above.

(6) Acts in the absence of the CG and DCIS as authorized.

d. The Secretary of the General Staff/Executive Officer to the CG (SGS/XO)--

(1) Provides administrative and executive services for the command group.

(2) Briefs the CG and the CofS on selected staff actions.

(3) Coordinates with the Office of the Director of the Army Staff on MDW logistical and administrative support matters.

(4) Performs selected headquarters command functions for the command group.

(5) Has oversight responsibility of the Staff Action Control Office (SACO).

e. Assistant Secretary of the General Staff (ASGS)--

(1) Acts as the coordinator for certain official and social functions of the CG and for award ceremonies that are hosted by the command group.

(2) Serves as the coordinator and fund custodian for Secretary of the Army Contingency Funds, Limitation .0012, in support of official functions.

(3) Coordinates and executes civilian personnel actions for the HQ MDW command group and MACOM staff.

(4) Directly supervises the Staff Action Control Office (SACO), which has responsibilities for the following:

(a) Reviewing correspondence and staff actions for the command group to ensure that they are correct and that necessary staff coordination has been completed.

(b) Controlling actions initiated or directed by the command group and initiating correspondence for the command group as directed.

(5) Directly supervises command group administrative support staff.

(6) Acts as the SGS during his/her absence.

f. The Command Sergeant Major (CSM)--

(1) Advises the CG on matters pertaining to enlisted personnel of the command and serves as the senior noncommissioned officer of the command.

(2) Advises staff elements and subordinate commands about administrative procedures that have an adverse affect on morale and the mission; serves as a member of various boards, councils, or committees of the command as directed by the CG.

(3) Conducts a monthly call for senior noncommissioned officers.

(4) Assists in making plans for soldier morale through wholesome social and recreational activities, attractive and functional day rooms and clubs, area beautification, and unit sports programs.

(5) Recommends appropriate corrective action when deterioration of discipline and standards of conduct are detected.

(6) Keeps informed on the health, welfare, and morale of members of the command and their families.

(7) Assists in reception of visitors to headquarters as required and accompanies the CG to troop formations and visits.

(8) Acts as co-host for DA retirement ceremonies.

(9) Acts as official host/co-host for some official ceremonies where CG, MDW, serves as official Army representative.

(10) Reviews all awards and personnel actions to include evaluations on enlisted personnel that go to the CG and CofS, of MDW.



(11) Serves as primary source for the selection and assignment of command sergeants major and other senior noncommissioned officers of the command.

(12) Serves as enlisted advisor to the commander on all items not covered in this regulation.

(13) Serves as member of the Senior Enlisted Advisory Council and as senior enlisted advisory chairman to the United Services Organization, Metropolitan Washington, DC.

(14) Serves as Command Sergeant Major for the Chairman, Armed Forces Inaugural Committee.

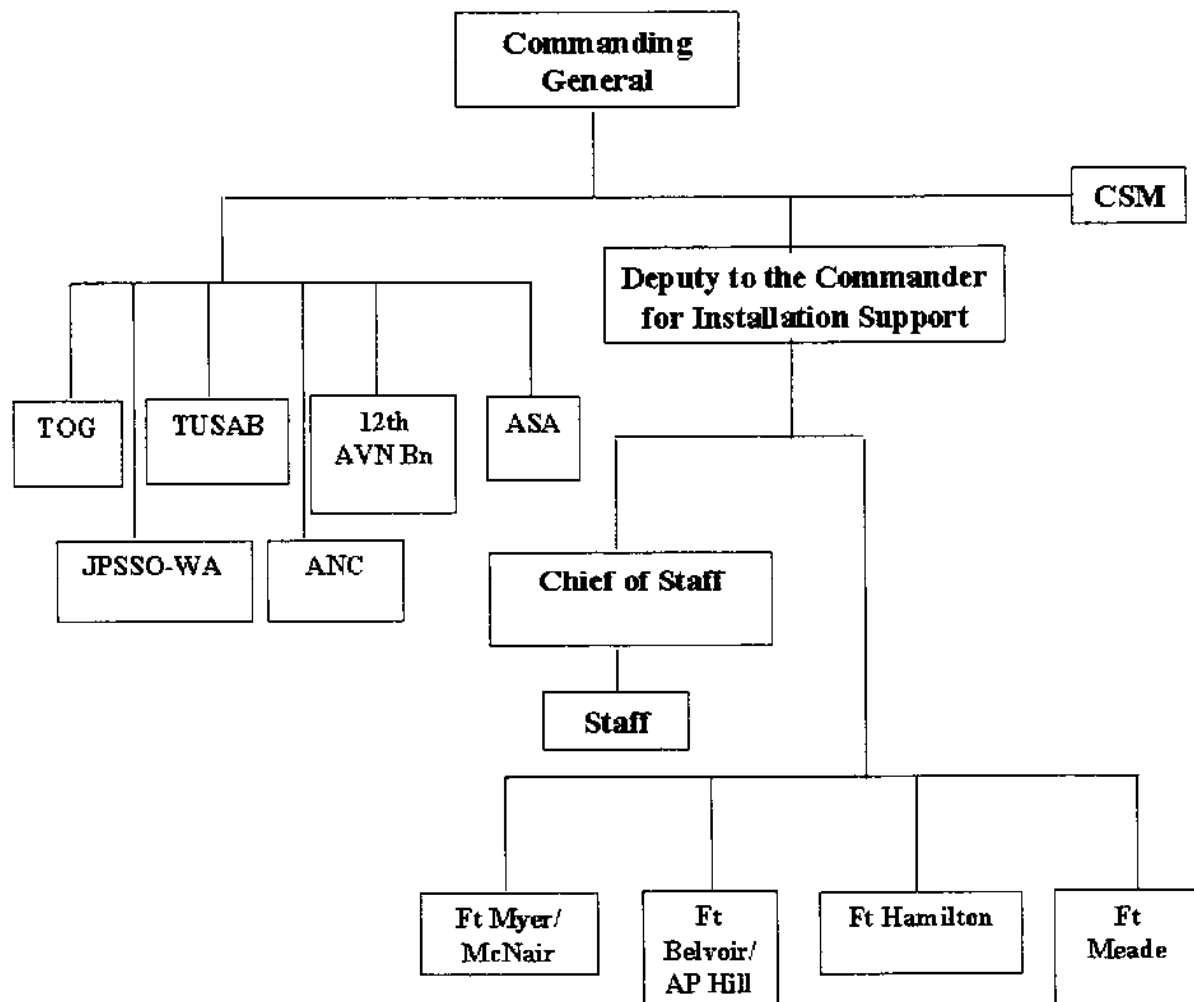


FIGURE 2-1. ORGANIZATION OF THE MDW COMMAND

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**Part Two**  
**The Personal Staff**

**Chapter 3**  
**Office of the Inspector General**

**3-1. Mission**

The Office of the Inspector General (IG) is responsible for assessing the state of economy, efficiency, discipline, morale, esprit de corps, and readiness throughout MDW. It also provides the MDW Commander, the Fort Myer Military Community Commander, and the Fort Hamilton Garrison Commander IG support through a continuous, impartial, and objective assessment of the operational, administrative, and logistical effectiveness of the command, in accordance with AR 20-1.

**3-2. Functions of the Office of the Inspector General and its sub-elements**

a. The Office of the Inspector General--

(1) Provides guidance and assistance to commanders, soldiers, family members, Department of the Army civilians, and retirees working and living in the National Capital Region (NCR).

(2) Provides an annual inspection plan to the MDW commander for approval.

(3) Supervises the conduct of general, special, and follow-up inspections; conducts investigation(s) and inquiries; and conducts the plans and analysis functions.

(4) Provides staff and technical assistance to MDW commanders, staff, subordinate units, the Fort Myer Military Community, and Fort Hamilton on inspector general activities and related matters.

(5) Monitors MDW subordinate commands' IG actions and initiatives, to include training and technical assistance.

(6) Coordinates MDW IG matters with the DODIG, DAIG, and other MACOMs and agencies.

(7) Publishes "Quarterly Update of Command Items of Interest" to inform commanders and staff of changes to regulations and policy results of inspection and analysis of recent inquiries and assistance cases which may have an impact on their operation.

(8) Plans, coordinates, and conducts the semi-annual Commanders and First Sergeants Course for MDW commanders and first sergeants.

## b. The Assistance and Investigations Branch--

(1) Provides assistance and conducts investigations or inquiries on matters affecting the performance of the mission, the state of readiness, economy, efficiency, discipline, and morale of the command.

(2) Identifies all allegations (specified and implied) and initiates appropriate action.

(3) Processes inspector general action requests (IGAR) by providing appropriate assistance, conducting an investigation or inquiry, or passing the IGAR to the appropriate IG office for action.

(4) Conducts sensing sessions in subordinate commands on matters that include but are not limited to determining soldier reaction to current Army issues of training, maintenance, leadership, and quality of life.

(5) Reviews reports of investigation or inquiry conducted by subordinate command IGs and serves as the reviewing, coordinating, and monitoring agency between DAIG and subordinate command IGs.

(6) Conducts investigations and inquiries as directed through DAIG/DODIG.

## c. The Inspections Branch--

(1) Plans and conducts general, special, and follow-up inspections of MDW installations, units, and activities in accordance with AR 20-1 and AR 1-201.

(2) Provides formal reports of inspections and periodic or interim summaries of inspection activities to MDW commander.

(3) Reviews and analyzes reports of inspections conducted by subordinate commands' IGs and external agencies (DAIG, AAA, DODIG...).

(4) Maintains a master schedule of MDW and subordinate unit IG inspections.

(5) Serves as the proponent for inspection policies for the command.

## d. The Plans and Analysis Branch--

(1) Gathers, collates, and automates information from DoD, DA, and field IG inspection reports, GAO and AAA audit reports, and MDW staff inspection reports.

(2) Analyzes information and identifies trends and potential problem areas to include training, maintenance, leadership, and quality of life.

(3) Collects, develops, prioritizes, and recommends issues for inspection, inquiry, or investigation.

(4) Receives, coordinates, and tracks inspection handoff and follow-up actions.

(5) Compiles and publishes MDW input to the Semiannual Report to Congress on Fraud, Waste, and Mismanagement.

(6) Maintains the IGAR system.

(7) Processes Privacy Act (PA) and Freedom of Information Act (FOIA) requests for inspector general records within MDW.

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## **Chapter 4**

### **Office of the Staff Judge Advocate**

#### **4-1. Mission**

The Office of the Staff Judge Advocate (SJA) provides legal services support to the CG, the MDW staff, MDW commanders, and Fort Myer Military Community (FMMC) on legal matters in accordance with AR 27-1 and Office of The Staff Judge Advocate General policies and directives.

#### **4-2. Functions of the Office of the Staff Judge Advocate and its sub-elements**

##### **a. The Office of the SJA--**

(1) Manages the provision of legal services and the administration of military justice for FMMC, supported commanders, and soldiers of all assigned or attached organizations and their family members.

(2) Provides MACOM guidance to the MDW installations and subordinate commands and activities.

(3) Provides administrative and logistical support to the Fort Myer field office of the U.S. States Army Trial Defense Services.

##### **b. The Administrative Division--**

(1) Manages and monitors administrative and clerical support of all SJA offices within FMMC and provides a technical chain to DA for administrative support and personnel management.

(2) Provides the SJA with automation support to ensure alignment within DA-mandated programs and systems.

(3) Obtains SJA training quotas for the MACOM and subordinate installations and commands.

##### **c. The Administrative Law Division--**

(1) Provides legal services support in accordance with AR 27-1 in all subjects outside the purview of other functional divisions. This includes environmental, labor, procurement, military personnel, ethics, and general administrative law.

(2) Coordinates with DA on policy and procedures for administrative law.

(3) Reviews and coordinates MACOM policy and procedures. This division also provides legal advice to the MDW Commander, subordinate installations, commands, and activities.

##### **d. The Criminal Law Division--**



(1) Manages and supports the administration of criminal law as required by the Uniform Code of Military Justice (10 USC 801 et. seq.); the Manual for Courts-Martial 1984; AR 27-10, Military Justice; and the United States Code.

(2) Supports the General Courts-Martial Convening Authority; executes staff responsibility for the administration of criminal law; establishes jurisdictional structure regarding commanders and their disciplinary powers; and promulgates regulations and supplements on criminal law matters.

(3) Provides advice concerning Article 15 appeals requiring CG, MDW, action and on Article 138, UCMJ, actions forwarded by MDW installations to the CG, MDW.

(4) Provides MACOM support for examining allegations of alleged violations of the Army Rules of Professional Conduct for Lawyers and forwards allegations to DA.

(5) Manages the MDW Procurement Fraud Program in accordance with AR 27-40.

e. The Legal Services Division--

(1) Provides a technical chain between MDW installations and the U.S. Army Claims Service or other DA-level sections.

(2) Processes personnel, affirmative claims, general tort, Article 139, and other claims arising under AR 27-20.

(3) Provides legal assistance services to soldiers, their dependents, and retirees.

## **Chapter 5**

### **Public Affairs Office**

#### **5-1. Mission**

The Directorate of Public Affairs (PAO) develops, collects, and provides information for release to internal and external audiences through various media outlets, and IAW the AR 360 series. It plans and executes the community relations program at the city and county level in MDW designated geographical areas. The public affairs staff is responsible for integrated communications strategies to support the commander's strategic goals; develops marketing strategies to "Tell the Army and MDW" story to the American public and manages web site initiatives and content for release.

#### **5-2. Functions of the Public Affairs Office and its sub-elements**

##### **a. The Director of Public Affairs--**

(1) Serves as the principal advisor on all matters of public relations and public communications for the Commanding General.

(2) Interprets DoD and DA policies and directives and prepares MACOM supplemental guidance to subordinate installations and activities, and ensures the execution of policy and procedural guidance.

(3) Develops communications strategies and writes public affairs plans for special events, ceremonies and contingencies, and the PA annexes for all State Funeral plans and the six major MDW contingency operations.

(4) Reviews command plans and monitors long-term projects such as environmental issues and base realignment actions for public affairs implications.

(5) Ensures policy decisions are in compliance with federal, governmental, and command regulations, requirements, and directives.

(6) Serves as the public affairs officer for Arlington National Cemetery.

(7) Plans and develops marketing programs for the management, issue and distribution of tickets, posters, and programs for special events such as the Spirit of America, The U.S. Army Band Holiday Concert, the Anniversary Concert, and Twilight Tattoos.

(8) Coordinates layout and approval of programs for the Spirit of America event and Twilight Tattoos.

(9) Serves as the MACOM program manager for Career Program 22: Public Affairs and Communications Media.

(10) Evaluates the effectiveness of the public affairs objectives using integrated communications strategies.

(11) Develops key messages/talking points, public affairs guidance, and potential questions and answers on selected issues of MACOM concern.

(12) Develops annual internal communications strategy with key messages to be promoted throughout MDW and at subordinate installations.

b. Command Information Team--

(1) Plans, coordinates, and supervises the internal information program of the command.

(2) Provides technical advise and counsel about effective command information strategies for all internal newspapers including the Pentagongram (Fort Myer), The Eagle (Fort Belvoir), and Soundoff (Fort Meade).

(3) Formulates, manages, and forwards information from the MDW news service to subordinate installations and activities that have a command information publication.

c. Public Communications and Media Relations Team--

(1) Plans, develops, and supervises execution of the community relations plan at the city and county level in the designated geographical area for the MACOM.

(2) Arranges for military speakers, films, and displays at events sponsored by military or civilian organizations and local government agencies.

(3) Serves as liaison between the Office of the Chief of PAO, HQDA, and the Civilian Aide to the Secretary of the Army for the District of Columbia and civilian aides at large residing in the District of Columbia.

(4) Arranges tours, orientations, and special activities involving MDW resources for members of the civilian community.

(5) Prepares and distributes publicity materials on MDW-sponsored community relations events.

(6) Provides support and liaison for DoD and DA community relations programs to include the Army Joint Civilian Orientation Conference, Defense Advisory Committee on Women in the Service, Defense Orientation Conference Association, Senate Youth Program, and Presidential Classroom.

(7) Evaluates, coordinates, and responds to requests from civic, governmental, and community organizations for installation equipment and personnel support (less bands and color guards) for community-related events.

(8) Serves as liaison between HQ, MDW, and civic leaders, civilian and local government organizations, and veterans' or defense related associations.

(9) Coordinates layout and approval of most community relations programs developed by MDW units and organizations.

(10) Formulates, initiates, and monitors programs to inform the public about MDW missions, activities, and policies.

(11) Writes and distributes news releases and other materials for print and electronic media informing the public of MDW activities.

(12) Researches and coordinates appropriate responses to media inquiries. Determines appropriate level of response to issue and serves as spokesperson for MDW.

(13) Escorts all media representatives covering the command and provides ground rules to all media.

(14) Monitors the Army Hometown News Release Program for MDW through subordinate units to ensure that high-quality hometown news releases are submitted to Army/Air Force Hometown News Center on a continuing basis.

(15) Writes speeches for the command group.

(16) Coordinates publicity for special events such as America's Army in Review, The U.S. Army Band Holiday Concert, the Anniversary Concert, and Twilight Tattoos.

(17) Evaluates and analyzes coverage of MACOM in the media.

d. Marketing Team--

(1) Develops marketing strategies to support major community outreach events.

(2) Maintains detailed data base management systems of community calendars, local media contacts, and marketing publications.

(3) Researches marketing opportunities in internal and external publications.

(4) Maintains responsibility for exportable branding products to include the MDW Display Panel System.

(5) Develops audio and video marketing products.  
Discovers opportunities to brand the command.

(6) Conducts evaluations of all marketing events and provides detailed reports.

(7) Maintains liaison with the Washington Tour and Convention Center, outreach organizations, veterans' organizations, youth groups, and media marketing officials.

(8) Maintains stock of MDW give-away items for events.

(9) Coordinates all marketing opportunities for Twilight Tattoos, concerts, and special events within the command.

(10) Provides marketing counsel to subordinate installations.

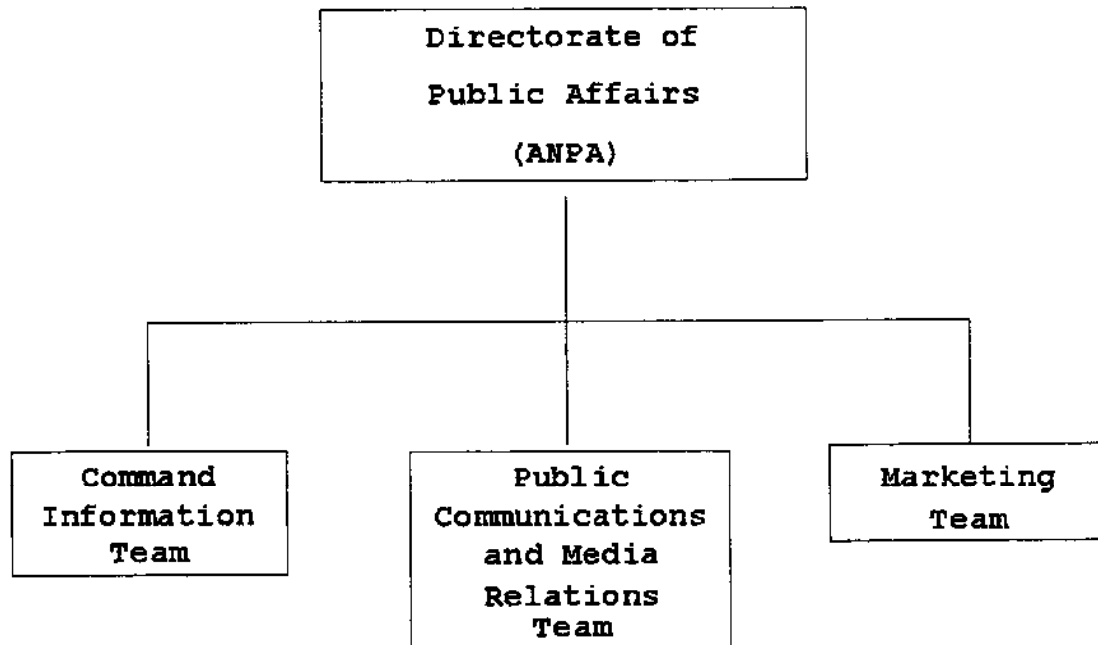


Figure 5-1. Organization of the Public Affairs Office

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## **Chapter 6 Safety Office**

### **6-1. Mission**

The Safety Office acts as the principal advisor to the CG and the MDW staff on all matters related to safety and occupational health, and provides assistance and advice to MDW subordinate commanders and their staff on safety and occupational health issues. The office plans, develops, implements, and evaluates policies, procedures, and standards for conducting a comprehensive major command safety program in accordance with the AR 385 series and other applicable regulatory safety and occupational health directives.

### **6-2. Functions of the Safety Office**

The Safety Office--

a. Provides guidance and counsel for a safe and healthful work environment and the prevention of accidental loss of resources.

b. Interprets and implements safety and occupational health directives, policies, procedures, and standards to ensure compliance with the Occupational Safety and Health Act and related DoD and DA directives.

c. Develops safety and occupational health requirements for integration into MDW mobilization, exercises, operations, and other MDW documents and information mediums. Ensures integration of risk management techniques and processes into the planning and operational phases of all operations, missions, and training. Serves as technical advisor during training exercises.

d. Performs data management actions on the accident experience of the command and investigates selected MDW accidents. Develops and implements policies, procedures, and standards to reduce the accidental loss of manpower, equipment, and real property throughout MDW.

e. Conducts staff assistance visits and surveys of subordinate command safety programs.

f. Serves as the staff action agent for the MDW Safety and Occupational Health Advisory Council, and represents the command in national, federal, DoD, and Army meetings and conferences related to safety and occupational health issues.

g. Ensures high quality safety training for civilian and military safety personnel throughout the command. Develops and conducts safety presentations for required training courses.



h. Assists subordinate commands in the development of requests for range safety waivers and deviations, and ensures range safety procedures and standards are implemented and maintained.

i. Establishes ammunition/explosive storage licensing procedures for MDW subordinate commands, acts upon explosive safety site plans and requests for explosive safety quantity-distance waivers and exemptions, and ensures effective ammunition/explosive procedures and standards are implemented and maintained.

j. Monitors aviation safety program.

k. Serves as the MACOM program manager for Career Program 12: Safety Management.

l. Serves as a member of the MDW Child Care Evaluation Team and as a safety advisor for the Army Ten Miler. Provides safety oversight and guidance for the Armed Forces Inaugural Committee.

m. Promotes safety through campaigns, committees, website and publication/distribution of promotional materials.

## **Chapter 7**

### **Office of the Command Chaplain**

#### **7-1. Mission**

The Command Chaplain advises the Commanding General, U.S. Army Military District of Washington (MDW), and his staff on all matters pertaining to the constitutional free exercise of religion for all soldiers and family members in the command. This advice includes issues regarding all chaplains, chaplain assistants, other supporting staff, command master religious program (CMRP) activities, morals, and morale within the command. The Command Chaplain and his staff provide technical supervision of religious activities and training for all subordinate installations and their assigned unit ministry teams (UMTs). The Command Chaplain implements the plans, policies, and programs of Headquarters, Department of the Army (HQDA), Chief of Chaplains, as they relate to MDW and in accordance with AR 165-1.

#### **7-2. Functions of the Office of the Command Chaplain and its sub-elements**

##### **a. The Office of the Command Chaplain--**

(1) Defines and establishes peacetime and wartime chaplaincy mission statements for MDW.

(2) Establishes MDW goals and objectives for the CMRP.

(3) Monitors chaplaincy force structure and resource allocations in MDW and subordinate commands.

(4) Establishes and maintains chaplaincy mobilization and contingency plans.

(5) Establishes policies and plans to ensure that technical supervision is provided at MDW MACOM, installation, and subordinate unit levels.

(6) Maximizes chaplain availability for funeral coverage at Arlington National Cemetery (ANC).

(7) Coordinates chaplaincy support for ceremonial activities in accordance with tasking from Ceremonies and Special Events.

(8) Conducts the Quarterly Joint Inter-Service Chaplain Training Program for U.S. Army, U.S. Navy, U.S. Air Force, and U.S. Coast Guard Chaplains in the National Capitol Region.

(9) Determines criteria for Unit Ministry Team (UMT) training plans, and conducts sustainment-training workshops where applicable.

(10) Conducts, supports, monitors, evaluates, and assesses training for chaplains, chaplain assistants, and civilian staff throughout MDW.

(11) Provides information to the U.S. Army Chaplain School and the Office of the Chief of Chaplains concerning shortfalls and additional identified requirements for UMT needs in MDW.

(12) Ensures that a representative of the Office of the Chief of Chaplains (DACH-IML) is notified and invited to the pre-design conference associated with Military Construction Army (MCA) chapel facility projects at the MACOM level.

(13) Conducts Staff Assistance Visits (SAVs) to MDW installations twice each fiscal year to determine the efficacy of the internal management controls in place to monitor the installation consolidated chaplains' fund and the command master religious program. Reviews management of non-appropriated chaplains' funds to ensure adequate and equitable support of all local chaplain-related activities.

(14) Monitors and reviews the inter-service agreement document for appropriated fund coverage at ANC and FMCMC.

(15) Provides latest expertise to the field in military ceremonial ministry on behalf of the U.S. Army Chief of Chaplains.

b. The Arlington National Cemetery (ANC) Senior U.S. Army Chaplain--

(1) Staffs and manages the U.S. Army Chaplain section of ANC.

(2) Advises the ANC Superintendent and the MDW Command Chaplain on religious and pastoral support matters acutely affecting funeral coverage and the greater mission of ANC.

(3) Coordinates with the tri-service military staff at the ANC chaplains' office for funeral coverage.

(4) Coordinates, schedules, and conducts Army funeral services at ANC.

(5) Trains all Army chaplains in the conduct of funerals and memorials at ANC.

(6) Coordinates the activities of the Army Arlington Ladies (AAL) and their drivers to ensure they are present at all military funerals as the personal representatives of the Chief of Staff, Army. Acts as action officer for AAL Founder's Day celebrations and other special activities.

1 May 2000

MDW Reg 10-87

(7) Serves as action officer for the annual Easter (Resurrection Day) Sunrise Service conducted at the amphitheater in Arlington National Cemetery.

(8) Coordinates and conducts the annual ANC Thanksgiving Prayer Breakfast for the ANC staff and other invited guests.

(9) Conducts religious worship services at MDW installations as requested or required.

(10) Supports official ceremonial activities in the National Capitol Region as tasked by the MDW Command Chaplain.

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**Chapter 8**  
**Office of the Equal Employment Opportunity Directorate**

**8-1. Mission**

The Office of the Equal Employment Opportunity (EEO) Directorate-

a. Provides staff direction for the Army Equal Employment Opportunity programs for MDW, serviced activities, other MACOMs, and DoD agencies in accordance with Army regulations and other guidance as appropriate.

b. Assures comprehensive EEO programs are developed and maintained.

c. Provides MACOM EEO program policy and services to the MDW military communities of Forts McNair, Myer, Belvoir, Meade, and Hamilton, and supported activities in accordance with support agreements.

d. Provides leadership, advice, and assistance; reviews programs for adequacy; performs program evaluations; and develops regulations and program guidance.

**Functions of the Office of the Equal Employment Opportunity Directorate**

a. The Office of the Director of EEO--

(1) Serves as principal staff advisor, advising the Commanding General (CG), MDW, staff and installation commanders, and key officials of serviced organizations, on all aspects of Equal Employment Opportunity (EEO) programs.

(2) Performs on-site evaluations of activity-level effectiveness and provides staff assistance as needed.

(3) Manages the preparation, submission, and implementation of MACOM affirmative employment/action program plans, updates, and reports that fulfill MACOM and Army-wide objectives. Evaluates installation and tenant activity programs and plans for affirmative employment of women, minorities, and individuals with disabilities.

(4) Evaluates installation and tenant level special emphasis programs, i.e., Federal Women's Program, Hispanic Employment Program, Black Employment Program, Asian Employment Program, Native American Employment Program, and the Program for Individuals with Disabilities, which includes disabled veterans.

(5) Evaluates reports on the outcome of personnel management decisions for adverse impact, conducts special studies, develops corrective strategies, and provides guidance to installation level offices.

(6) Evaluates installation level complaints processing programs including all aspects of alternative dispute resolution (ADR) activities.

(7) Manages the processing of individual and class action complaints that have been elevated to the MACOM level.

(8) Serves as the MACOM program manager for Career Program 28: Equal Employment Opportunity.

(9) Assists the CG in implementing a Consideration of Others program by jointly managing the program with the MACOM EO office.

**Chapter 9**  
**Office of the Staff Medical Advisor**

**9-1. Mission**

The Commander, Walter Reed Health Care System (WRHCS) is the MDW surgeon for all health matters. He provides a staff medical advisor to work with the MDW staff on a daily basis and serves as medical advisor and liaison between the CG, MDW, and Commander, WRHCS, in accordance with the AR 40-series regulations.

**9-2. Functions of the Office of the Staff Medical Advisor**

The Office of the Staff Medical Advisor, MDW--

a. Coordinates WRHCS medical and veterinary advice and assistance to the MDW commander and staff.

b. Provides advice on individual and unit training of medical troops and advice on training of nonmedical troops in military sanitation, personal hygiene, and emergency medical treatment.

c. Provides staff advice on medical aspects of the MDW, plans for mobilization, emergencies, and disasters; official functions of the Departments of State, Defense, and Army; and other special plans and exercises.

d. Refers and coordinates assistance for military personnel to the MDW Alcohol and Drug Abuse Prevention and Control Team, which is under the operational control of DCSPER, MDW.

e. Coordinates the medical support of ceremonies, military funerals, special events, and Army Physical Readiness Tests (APRT) within MDW.



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## **Chapter 10**

### **Office of Internal Review**

#### **10-1. Mission**

The Office of Internal Review (OIR) provides the MACOM commander with an independent and objective audit evaluation of operations and related controls. This office advises and assists the MACOM staff and its subordinate installations on all audit related matters. Provides program policy, technical assistance, and oversight to the four installation level internal review offices and subordinate activities. Develops and executes the MACOM audit program and maintains appropriate oversight of audit compliance within the MACOM, IAW AR 11-7. Conducts multi-installation audits on matters that concern the MACOM commander. Provides audit liaison to external audit agencies such as the U.S. Army Audit Agency, Department of Defense Inspector General, and U.S. General Accounting Office.

#### **10-2. Functions of the Office of Internal Review**

The Office of Internal Review--

a. Serves as the senior advisor for all policies and procedures pertaining to audits, and interpretation of audit standards, regulations, and policies promulgated by the United States General Accounting Office, Department of Defense Inspector General, Auditor General of the Army, Institute of Internal Auditors, and American Institute of Certified Public Accountants consistent with HQDA and MACOM policies and procedures.

b. Directs, coordinates, and provides advice and assistance to commanders and other staff members concerning internal review and audit issues.

c. Assists the MACOM and other commanders by reviewing compliance with policies, plans, procedures, laws, and regulations. The Office of Internal Review provides advice, analysis, appraisals, recommendations, and counsel to activities examined.

d. Conducts staff assistance visits and command staff inspections of subordinate internal review offices. Monitors and evaluates the adequacy of the annual audit programs. Determines if audits are performed IAW professional and governmental auditing standards. Also, monitors professional development of all personnel assigned to the installation audit functions within the MACOM.

e. Performs internal audits of appropriated and non-appropriated fund activities and functions as directed by the commanders and IAW audit policies and procedures. Specifically, performs formal and quick reaction audits.

f. Provides advisory services to include technical advice on administrative and accounting systems to ensure that the required internal controls are properly established. Also, performs management consulting services.

g. Manages the MACOM audit follow-up program. Monitors and performs follow-ups as necessary, on both external and internal audits, to ensure actions are taken to correct cited deficiencies.

h. Informs the MACOM commander, staff officials, and installations of impending visits by external audit agencies and furnishes specific information regarding visits or surveys, such as the audit objectives, parameters, operating plans, time schedules, and support requirements. Monitors ongoing external audits, surveys, inspections, etc., within the MACOM to keep the command abreast of problems identified and to initiate corrective action.

i. Receives, reviews, evaluates, coordinates, and monitors external audit agency's tentative findings and recommendations. Negotiates for the command and appropriate staff official the sensitive findings and recommendations and related monetary benefits that could adversely affect the U.S. Army Military District of Washington. Coordinates; consolidates, as appropriate; and ensures responsiveness and adequacy of the command reply to the tentative findings and recommendations and draft and final external audit agency reports.

j. Gathers and reviews data to prepare the MACOM input to the Semiannual Report to the Congress and the Semiannual Follow-up Status Report on audits.

**Chapter 11**  
**Office of the Equal Opportunity Program**

**11-1. Mission**

The Equal Opportunity (EO) Program Manager advises the Commanding General, U.S. Army Military District of Washington (MDW) and his staff on all matters pertaining to equal opportunity programs throughout MDW, IAW AR 600-20. The EO Program Manager monitors the command's climate to ensure just and equal treatment of all personnel (military, DA civilian, and family members) while maintaining the highest levels of professionalism and combat readiness.

**11-2. Functions of the Office of the Equal Opportunity Program and its sub-elements**

a. The Office of the Equal Opportunity Program--

(1) Understands, articulates, and advises the Commanding General on Department of Defense (DoD) and Department of the Army (DA) policies concerning equal opportunity.

(2) Assists the commander in implementing a Consideration of Others program.

(3) Advises the commander of the effectiveness of unit level training.

(4) Assists commanders in assessing, planning, implementing, and evaluating the EO program.

(5) Recognizes and assesses indicators of institutional and individual discrimination in organizations.

(6) Recognizes sexual harassment in both overt and subtle forms.

(7) Recommends appropriate remedies to eliminate and prevent unlawful discrimination and sexual harassment.

(8) Continuously assesses the command climate through formal surveys, interviews, and accessibility to the unit.

(9) Plans and helps conduct executive seminars for senior leadership on equal opportunity, unlawful discrimination, the Consideration of Others program, and the prevention of sexual harassment.

(10) Receives and assists in processing individual complaints of unlawful discrimination and sexual harassment; conducts EO inquiries according to the commander's guidance.

(11) Provides advisory assistance to commanders and investigating officers in the investigation and resolution of unlawful discrimination and sexual harassment complaints.

(12) Reviews and comments on investigative reports of equal opportunity complaints for compliance with DoD and DA EO policy and objectives.

(13) Conducts follow-up assessments of all formal EO complaints.

(14) Maintains, where appropriate, informal liaison with community organizations fostering civil rights.

(15) Conducts staff assistance visits to subordinate units and other headquarters (equivalent or lower).

(16) Conducts or attends equal opportunity coordination training at least once quarterly at the installation level.

(17) Maintains liaison with Equal Employment Opportunity and the Inspector General in the resolution of complaints.

**Part Three**  
**The Coordinating and Special Staff**

**Chapter 12**  
**Office of the Deputy Chief of Staff for Personnel**

**12-1. Mission**

The Office of the Deputy Chief of Staff for Personnel (DCSPER) maximizes the potential of human resources by providing leadership through policy, guidance, support for customer-focused programs, and services that enhance unit cohesion and combat readiness IAW all applicable regulations prescribed by HQDA DCSPER, the Assistant Chief of Staff for Installation Management (ACSIM), and the Community and Family Support Center (CFSC).

**12-2. Functions of the Office of the Deputy Chief of Staff for Personnel and its sub-elements**

a. The Office of the DCSPER (ODCSPER)--

(1) Plans, organizes, staffs, directs, and controls the activities of each section within the ODCSPER.

(2) Provides technical assistance and guidance to installation Directors of Personnel and Community Activities (DPCA).

(3) Establishes and monitors adherence to policy and procedures for military personnel management; Morale, Welfare, and Recreation; Soldier and Family Support Programs; DCSPER Internal Management Control Program; Army Continuing Education System; Goals 2000; Alcohol and Drug Abuse Prevention and Control/ Wellness Programs; DCSPER support of MDW contingency missions; MDW One Fund Financial Management Branch and Non-appropriated Fund (NAF) Contracting Business Operations; MDW Retention Program; and the Army Ten-Miler.

(4) Serves as the U.S. Army Military District of Washington (MDW) staff proponent for MWR/community and family support (CFS) programs at Community and Family Support Center conferences, meetings, and selection boards.

(5) Serves as the MACOM program manager for Career Program 31: Education Services, Career Program 51: MWR, and Career Program 50: Military Personnel.

(6) Supports the Commanding General, MDW, with his responsibilities as representative of MDW and five small MACOM's on the Army's MWR Executive Committee. In addition, supports the CG, MDW, in his role as co-chairman of the Army's MWR Audit Committee.

(7) The Assistant DCSPER (ADCSPER)/MWR chief represents MDW on the NAF Construction Review Board, MWR Strategic Planning Working Group, and the MWR Investment Subcommittee.

(8) Develops and implements supplemental NAF financial management policies and procedures and monitors execution of NAFs impacting MWR NAF activities at subordinate installations.

(9) Develops and implements supplemental NAF procurement policy, procedures, and contracting support for subordinate installations.

b. The Military Personnel Management Division--

(1) Exercises MACOM oversight for all military personnel service support to include personnel plans, policies, and procedures.

(2) Manages general staff responsibility for personnel readiness and strength accounting of the MACOM. Prepares strength briefings and reports.

(3) Serves as the MACOM proponent for the Individual Mobilization Augmentee Program.

(4) Manages requisitions and assignments of MDW enlisted personnel.

(5) Manages assignments, reassignments, and requisitions for all Office of Personnel Management Division (OPMD)-managed active component (AC) commissioned and warrant officers.

(6) Analyzes officer and enlisted personnel management systems proposals.

(7) Manages awards and decorations programs for the MACOM.

(8) Advises installations regarding locally developed programs that serve the needs of transitioning military members, DoD civilians, and family members. Serves as the MACOM POC and provides guidance on the Army Career Alumni Program, and In-service Recruiting and Retirement Services Program.

(9) Manages Permissive Parachute Jumping requests for the MACOM.

(10) Manages centralized selection lists to include distribution within the headquarters and staffing with higher and lower headquarters.

(11) Serves as the MACOM program manager Career Program CP50: 205 Military Personnel.

c. The Administration and Operations Division--

(1) Provides administrative support to the ODCSPER, to include word processing, file maintenance, publication support, data base management, building services support, and requisitioning of supplies, services, and equipment. The Office of the DCSPER reviews all correspondence, assigns, controls, and monitors suspenses, administers the directorate APF IMPAC credit cardholders, and Government travel charge cardholders. It maintains and inventories the directorate equipment hand receipt.

(2) Develops, implements, and maintains the personnel security program IAW AR 380-5, for all personnel assigned to the ODCSPER to include processing security clearances of assigned personnel.

(3) Develops and coordinates the DCSPER support plans and annexes portion of the MDW Mobilization Plan and other MDW contingency plans.

(4) Coordinates with the Director of Ceremonies and Special Events arrangements for dignitaries taking part in state, official, and special military funerals. Coordinates the printing and distribution of announcements and invitations, escort officer requirements, the usher mission, prepares the condolence books, and seating plans for designated sites of funerals and memorial services.

(5) Serves as representative and provides liaison to the MDW Emergency Operations Center (EOC) as required.

(6) Performs as DCSPER point of contact for Installation Status Reports, Part I (Facilities).

(7) Manages the Department of the Army Civilian Clothing Allowance Program for the National Capital Region, IAW AR 700-84.

d. The Soldier Family Support Division--

(1) Supports the Commanding General, MDW, and DCSPER with their responsibilities to represent MDW and five small MACOMs on the Army's Executive Committee of the MWR Board of Directors, Morale, Welfare, and Recreation (MWR) Working Group, and Capital Investment Review Board.

(2) Develops MACOM policies and procedures to effectively provide oversight and review of academic, recreational, and family support programs to include: The Army Continuing Education System; Goals 2000; Math and Science Summer



Camps; Alcohol and Drug Abuse Prevention and Control Program; Army Community Service; Sports and Fitness; Child Development; School Age Services; Youth Services; Army Emergency Relief; Army Family Action; Army Recreation, Library, Volunteer Programs; The inter/intra-service Soldier and Family Support Program; Army Family Team Building; and The Family Readiness Groups.

(3) Serves as the MACOM program manager for Career Program 31: Education Services, and Career Program 51: MWR.

(4) Performs as DCSPER point of contact for Installation Status Reports: Part I (Infrastructure), Part III (Services), and Army Community of Excellence/Army Performance Improvement Criteria.

e. Business Operations Division--

(1) Responsible for program evaluation, program planning, and program development for major programs such as the Military Club Program, Bowling Program, Golf Program, Marketing Program, Customer Service Program, Lodging, Marina, Flying Club, and other revenue generating programs.

(2) Coordinates the installation's business and marketing implementation of HQDA, CFSC, and MACOM guidance and requirements and provides technical assistance to ensure compliance with Army program and facility standards.

(3) Develops MACOM guidance and formulates plans, standards, and procedures for the management and direction of business operations.

(4) Collects, tabulates, and analyzes financial reports and statistical data to provide pertinent information with respect to the effectiveness of MWR Family Support programs.

(5) Monitors program execution and policy implementation through staff assistance visits and inspections.

(6) Analyzes and interprets regulatory and policy guidance from HQDA, Community and Family Support Center (CFSC). Recommends, develops, coordinates, and disseminates MACOM policies and command guidelines for administration and management of these programs.

(7) Marketing Branch--

(a) Serves as the MACOM coordinator for Marketing, Commercial Sponsorship, Advertising, and Publications. Implements MACOM and HQDA program goals and objectives. Researches, develops program guidance, and serves as proponent for Army regulations, policies, and programs. Provides guidance and advice to field operating activities.

(b) Develops marketing plans and strategies through accepted procedures, develops instruments for and conducts primary research and needs assessments for MWR activities command-wide.

(c) Develops, administers, tabulates, and analyzes surveys that provide statistical information necessary for developing demographic and customer preference profiles.

(8) The Lodging Branch serves as the MACOM coordinator for lodging. Implements MACOM and HQDA program goals and objectives. Researches, develops program guidance and serves as proponent for Army regulations, policies, and programs. Provides guidance and advice to field operating activities.

(9) NAF Automation Branch--

(a) Serves as the MACOM coordinator for Management Information Systems (MIS). Implements MACOM and HQDA program goals and objectives. Researches, develops program guidance, and serves as proponent for Army regulations, policies, and programs. Provides guidance and advice to field operating activities.

(b) Monitors MIS application usage and policy implementation through staff assistance visits and inspections.

(c) Analyzes and interprets regulatory and policy guidance from HQDA, Community and Family Support Center (CFSC). Recommends, develops, coordinates, and disseminates MACOM policies and command guidelines for administration and management of these programs.

f. The Retention Division--

(1) Manages MACOM active and reserve component retention and retention programs.

(2) Develops retention policy for MDW installations and activities.

(3) Compiles and publishes retention data for the MACOM.

(4) Plans and hosts MDW Retention NCO of the Year Board.

(5) Serves as functional manager for retention funds.

(6) Hosts the DA Worldwide Retention Conference for MDW once every 5 years as directed by HQDA.

g. One Fund Financial Management Division--

(1) Provides financial oversight and budget review of all Army NAF instrumentalities (NAFIs) and MWR appropriated fund programs and services in MDW.

(2) Performs as DCSPER point of contact for management functions to include Internal Management Control Program, Command Performance Review, Manpower Management responsibilities associated with the organization, and the Table of Distribution and Allowances (TDA), commercial activities, and Army productivity programs.

(3) Provides oversight and review of policies governing private organizations operating on MDW installations and for the Randolph-Sheppard Act.

(4) Provides a means of receiving, safeguarding, controlling, administering, and disbursing MWR monies from authorized sources.

(5) Provides review and analysis of financial information.

(6) Provides NAF centralized procurement and contracting services to subordinate installations to include acquisition planning, solicitation of bids, contract award, contract administration, purchase/delivery orders, credit card administration, and on-site review and training.

(7) Provides program budget input and budget reviews of Community and Family Support/Soldier Programs' appropriated fund accounts.

(8) Provides NAF centralized financial management services to subordinate installations to include fund certification, financial review and analysis, NAF budget administration, technical advice and training, development of financial management procedures, MWR check control, special events assistance, Risk Management Program, delinquent accounts, and banking.

h. One Fund Non-appropriated Fund Contracting Division--

(1) Provides technical advice/assistance as pertains to procurement actions for all MWR NAF activities.

(2) Ensures all requisitions are properly funded. Obtains all necessary command approvals.

(3) Determines the best contracting method to be used.

(4) Prepares solicitations and other contractual documents.

(5) Negotiates with potential commercial contractors.

(6) Performs all phases of contract administration e.g., establishing suspense systems for timely initiation of renewal.

(7) Contacts activity managers to ensure receiving reports/certificates of performance are received for contract closeouts.

(8) Serves as Agency Program Coordinator (APC) for the IMPAC visa card and check program for MDW activities e.g., training, and appointments of cardholders/approving officials.

(9) Provides staff assistance visits to MDW activities to assist in planning of special events and developing Statements of Work (SOW) for complex requirements, e.g., construction projects.

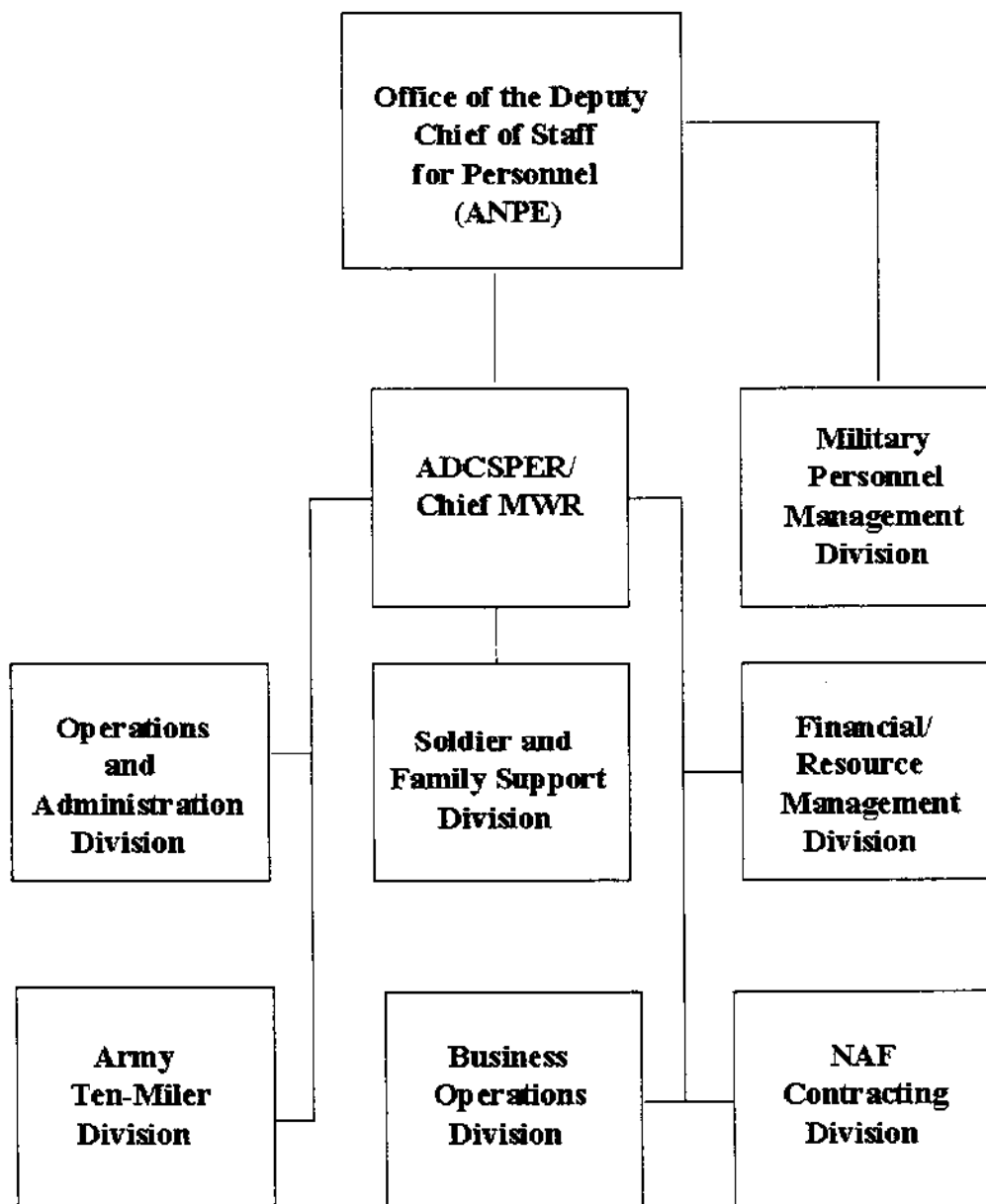
(10) Coordinates policy/regulatory issues through Community & Family Support Services (CFSC-NAF Contracting).

(11) Coordinates and conducts semiannually Blanket Purchase Agreement (BPA) and credit reviews.

(12) Processes unauthorized commitments IAW AR 215-4.

i. The Army Ten-Miler Division works with other MDW directorates and agencies to ensure the organizational excellence and successful execution of this traditional Army event. The following activities are associated with the planning and coordination of the annual Army Ten-Miler race:

- (1) Race course design & permits
- (2) Event sponsorship
- (3) Marketing & promotion
- (4) Volunteer recruitment & coordination
- (5) Logistic planning & coordination
- (6) Registration & customer service
- (7) Operations
- (8) Coordination meetings and briefings
- (9) Exposition of race related products and services
- (10) Pasta dinner
- (11) Junior Ten-Miler- a one-kilometer fun run



**FIGURE 12-1. ORGANIZATION OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL**

**Chapter 13**  
**Office of the Deputy Chief of Staff for Operations,**  
**Plans, and Security**

**13-1. Mission**

The Office of the Deputy Chief of Staff for Operations, Plans, and Security (ODCSOPS) provides MACOM and regional community contingency planning as well as oversight for operations, force protection, weapons of mass destruction (WMD) render safe operations, aviation, training, intelligence, personnel, and information security matters for the MACOM and its subordinate commands.

**13-2. Functions of the Office of the Deputy Chief of Staff for Operations, Plans, and Security (DCSOPS) and its sub-elements****a. The DCSOPS--**

(1) Coordinates and implements HQDA policy/guidance and advises the commander on contingency plans, operations, weapons of mass destruction, force protection, training, mobilization, intelligence, security, and aviation operational issues.

(2) Plans and establishes priorities for DCSOPS force structure, budget, and other resource actions.

(3) Provides technical assistance and guidance to installation Directorate of Plans, Training, Mobilization, and Security (DPTMS) activities and subordinate command S-2/S-3 offices.

(4) Provides technical assistance and guidance to the Armed Forces Inaugural Committee, as required.

(5) Serves as liaison with the German Armed Forces Command US/CA in support of partnership program.

(6) Exercises general staff coordination over military aviation matters.

**b. The Administrative Office--**

(1) Provides administrative support to ODCSOPS, to include word processing, file maintenance, publication support, database management, requisitioning of supplies, services and equipment, and fielding of automation needs. Reviews all correspondence, assign actions, controls suspenses and monitors progress.

(2) Administers the DCSOPS base realignment and closure (BRAC) actions.

- (3) Prepares and maintains the MDW Master Events Calendar.
- (4) Coordinates the ODCSOPS Organizational Inspection Program.
- (5) Manages the MDW Historical Program.
- (6) Provides technical assistance and guidance on information management issues within ODCSOPS.

c. The Security Office--

(1) Manages the Command Information Security Program. Provides policy, procedures, advice, and assistance to MACOM and installation security managers. Maintains liaison with DoD, DA, and other federal intelligence agencies in regard to security countermeasures.

(2) Maintains the Command Personnel Security Program. Provides personnel security policies, procedures, advice, and assistance to include presidential support duties (PSD), to MACOM and installation security managers. Liaisons with the HQDA Personnel Security Office, the U.S. Army Central Clearance Facility, Defense Security Service, and the DA Deputy Chief of Staff for Intelligence.

(3) Manages the Command Sensitive Compartmented Information (SCI) Access Program.

(4) Manages the command program for requests for disclosure of information (classified and unclassified) and visits and accreditation of foreign nationals.

(5) Manages the Command Subversion and Espionage Directed against the Army (SAEDA) Program.

(6) Serves as the MACOM career program manager for Civilian Intelligence Personnel Management System (CP-35).

(7) Oversees the classified security contract process.

d. The Training Division--

(1) Develops MACOM policy for the command training program and monitors all aspects of the training activities to include oversight for the fielding and use of training devices and targetry, training areas and ranges, training requirements for contingency missions, and Service school enrollment and completion.

(2) Develops the MDW mission essential task list.

(3) Publishes the MDW Annual Training Guidance and the MDW Master Training Calendar.

(4) Monitors Quarterly Training Briefings in accordance with FM 25-101.

(5) Manages the MACOM training ammunition account (Training Ammunition Management Information System (TAMIS)); monitors basic load ammunition/munitions management.

(6) Manages the MDW Integrated Training Area Management (ITAM) program.

(7) Manages the MDW range and training area program.

(8) Manages the Army Training Requirements and Resources System (ATRRS) program for the command.

e. The Operations, Plans, Mobilization, and Force Protection Division--

(1) Reviews plans of higher and lateral headquarters of all Services and formulates operational plans (OPLANS), policies, and orders (OPORDs) for the command.

(2) Coordinates and supervises MDW participation in emergency/operational alerts and exercises directed by the White House, Joint Chiefs of Staff, or HQDA; organizes and supervises the command Emergency Operations Center.

(3) Develops, executes and exercises command operational contingency plans; authors MACOM level OPORDs and exercise plans. Reviews and has release authority for other MACOM staff directorate authored OPORDs; oversees the maintenance and use of command standby stocks; reviews and approves contingency plans for subordinate installations.

(4) Coordinates and monitors HQDA directed assistance to individuals and units deploying from the MDW geographical area in support of Army worldwide contingency missions.

(5) Functions as the command proponent on mobilization doctrine, plans and systems; supervises and directs mobilization programs and evaluates subordinate unit mobilization readiness.

(6) Requests military aviation support for MDW and tenant units/activities.

(7) Develops the MACOM Antiterrorism/Force Protection (AT/FP) Program. Orchestrates the Joint AT/FP Working Group. Establishes THREATCON for the National Capital Region.

(8) Develops nuclear, biological, and chemical warfare policy and procedures for the command. Serves as MACOM representative to the Metropolitan Washington, DC Council of Governments Disaster and Emergency Preparedness Committee.

(9) Develops the command operations security program.



(10) Supervises operational issues associated with MDW support to civilian and Government agency activities.

(11) Provides MDW operational support to conferences and activities at the direction of DoD and HQDA; prepares and conducts the command overview, operations security, and contingency plan briefings.

(12) Exercises staff supervision of Army arms control programs.

(13) Operates the MACOM's Emergency Operations Center (EOC) Watch Desk 24 hours per day, 7 days per week. Maintains and activates the MACOM's EOC, as required. Operates the MDW Staff Duty Office.

(14) Serves as the MACOM's central tasking authority for operational (nonceremonial) and special events activities.

(15) Gathers information on issues of immediate interest to the command.

f. The Intelligence Division--

(1) Manages the Command Intelligence Program. Provides policy, procedures, advice, and assistance to MACOM and installation security managers. Maintains liaison with DoD, CIA, DA intelligence agencies, and other Federal intelligence and law enforcement agencies concerning potential foreign threats to DA activities, personnel, and operations.

(2) Acquires and disseminates current foreign intelligence, counterintelligence, and intelligence training information.

(3) Prepares MACOM Threat Assessment of foreign threats to MDW. Reviews and approves assessments of foreign threats by subordinate installations.

(4) Maintains SIPRNET connectivity for the command; provides dial-up access to secure SECRET-level intelligence products and communications tools.

g. The National Capital Render Safe Organization (NCRSO) Division--

(1) Manages and executes the Army's weapons of mass destruction render safe (WMDRS) support capabilities within the National Capital Region (NCR).

(2) Reviews NCR WMDRS related plans of higher and lateral headquarters, other DoD agencies, and local and Federal Government agencies.

(3) Develops, executes, and exercises MACOM level WMDRS operational plans.

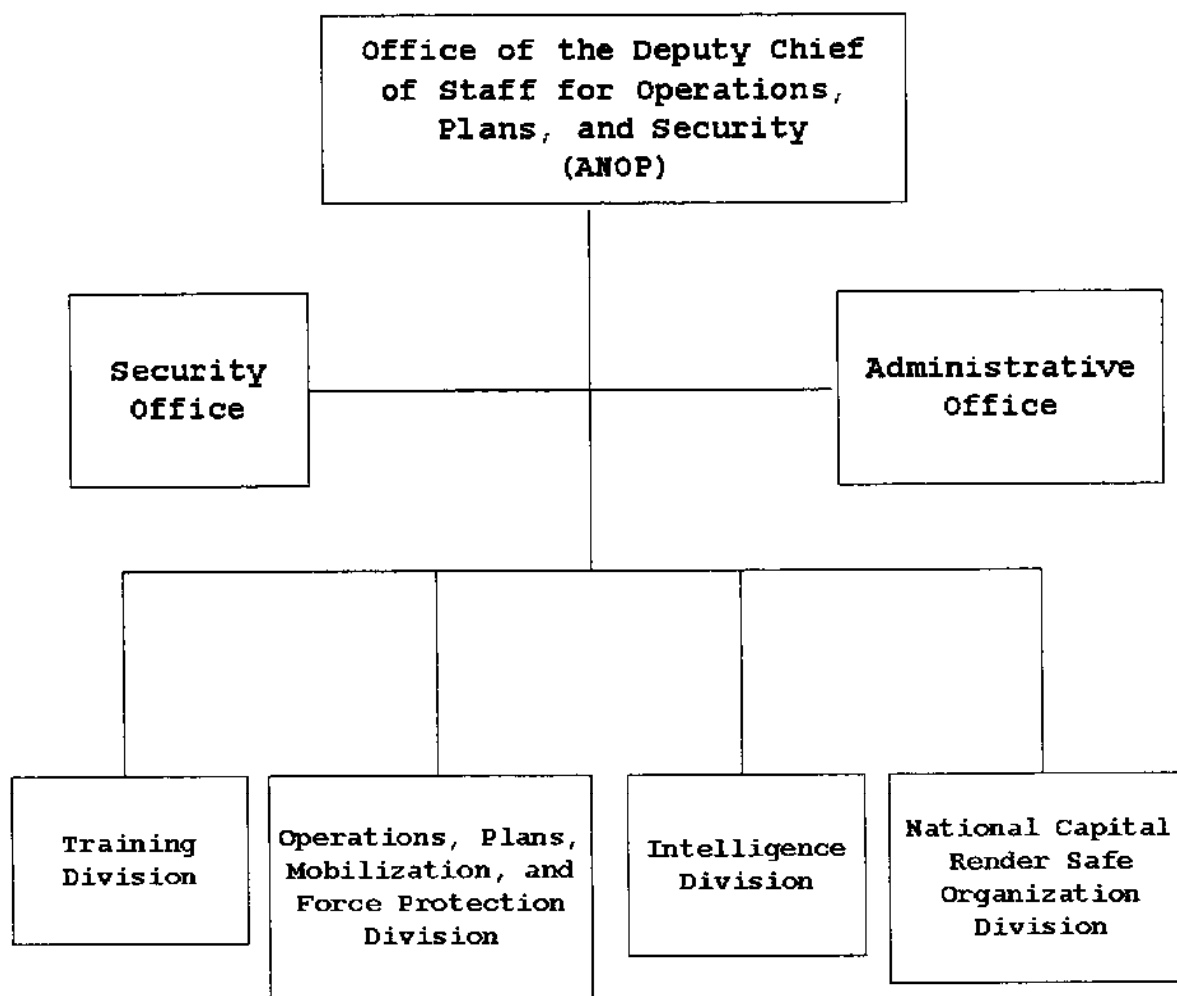
(4) Coordinates and supervises MDW participation in DA, DoD, local, state, and/or federal sponsored WMDRS alerts, exercises, training, evaluation events, and actual WMDRS missions.

(5) Provides technical advice and assistance to civil authorities for incidents involving military unexploded ordnance, improvised explosive devices, WMD, transportation accidents involving DoD munitions, and/or hazardous explosive material as requested.

(6) Serves as the technical advisor to the CG, MDW, on WMDRS issues.

(7) Coordinates training evaluation and exercises for units and individuals associated with NCRSO operations. Monitors readiness and training status of NCRSO units.

(8) Provides WMD liaison support to local and Federal Government agencies, as required.



**FIGURE 13-1. ORGANIZATION OF THE OFFICE OF THE DEPUTY CHIEF OF STAFF FOR OPERATIONS, PLANS, AND SECURITY**

**Chapter 14**  
**Office of the Deputy Chief of Staff for Support**

**14-1. Mission**

The Office of the Deputy Chief of Staff for Support (DCSSPT) develops; coordinates; and provides logistics, engineering, environmental, stationing, and housing policy for the command including development of associated execution priorities. Provides oversight and assistance to subordinate installations and activities through staff assistance visits and the Command Logistics Review. Manages command engineering and logistics systems policy and fielding programs and coordinates Base Realignment and Closure (BRAC) implementation.

**14-2. Functions of the Office of the Deputy Chief of Staff for Support and its sub-elements****a. The DCSSPT--**

(1) Is the senior engineering/logistics officer for the MACOM and administers, coordinates, and provides consultative assistance to commanders and other staff members concerning all aspects of engineering, logistics, housing, stationing, and environment.

(2) Is the MACOM Program Manager for Career Program 13, Supply; Career Program 17, Materiel Management; Career Program 18, Engineers and Scientists; and Career Program 27, Army Family Housing.

**b. The Installation Support Division--**

(1) Provides staff oversight and command program management for environmental compliance, cultural and natural resources and historic preservation, Army family housing, general/flag officer quarters, materiel maintenance, supply operations, transportation operations, food service, and related general installation and MACOM logistics programs.

(2) Establishes command priorities and directs fund distribution and priorities for command housing and environmental programs.

(3) Schedules, coordinates, and executes the MDW Command Logistics Review Program (CLRT) and the DCSSPT Command Organization Inspection Program (OIP).

**c. The Plans and Programs Division--**

(1) Develops, coordinates and executes MACOM long and short range logistic and engineering plans to include the master plan; mission support plans; MACOM strategic plan; contingency plan; force development and modernization; fuels; Military

Construction, Army (MCA); and Army Family Housing construction programs. Provides engineering and logistics resource management and acquisition for the MACOM.

(2) Has oversight and policy guidance for MACOM real property records, coordinates Base Realignment and Closure (BRAC) actions (funding, equipment distribution, construction, and environmental cleanup), and stationing actions.

(3) Has staff responsibility for the policies, programs, and execution of utilities privatization and energy saving performance contracts and other facilities privatization initiatives.

(4) Establishes command priorities for Operations Maintenance Army (OMA) facility maintenance and repair (M&R) construction programs.

(5) Has staff responsibility for the policies, programs, and execution of engineering support for the command's force protection program.

(6) Manages the command ISR program, and ISR I (Real Property) and II (Environmental) Program.

(7) Administers the Facility Reduction Program and Outgrant Program.

**Chapter 15**  
**Office of the Deputy Chief of Staff for Resource Management**

**15-1. Mission**

The Office of the Deputy Chief of Staff for Resource Management (DCSRM) plans, develops, coordinates, and administers the MDW resource and financial programs to include programming, budgeting, accounting, reporting, and management analysis and Competitive Sourcing with the requisite policy, advice, and assistance for resource matters. The Office of the DCSRМ is comprised of four financial and resource management teams: Resource Integration; Operating Budget; Accounting Analysis and Systems Interface; and Competitive Sourcing (figure 15-1).

**15-2. Functions of the Office of the Deputy Chief of Staff for Resource Management and its sub-elements****a. The DCSRМ--**

(1) Implements resource management programs for the command.

(2) Synchronizes dollar and manpower resources into Army plans and programs.

(3) Serves as Career Program Manager for comptroller (CP11), and manpower (CP 26) careerists.

**b. Resource Integration--**

(1) Analyzes Program and Budget Guidance.

(2) Develops MACOM's Operating Budget.

(3) Develops, defends, and executes the command's Program Objective Memorandum and Budget Estimate Submission.

(4) Manages and documents TDA or MTOE manpower and equipment requirements.

(5) Develops and presents the MACOM Command Plan Update.

(6) Manages the Management Control Program.

(7) Manages and ensures compliance with Army and DoD reimbursable programs.

(8) Serves as the proponent for publication of AR 10-87, Organization, Missions, and Functions.

(9) Coordinates and updates HQDA special data requirements, e.g., Installation Status Report, Part III; Service Based Costing, and the Army Stationing and Installation Plan.

(10) Manages the DCSRM Organizational Inspection Program.

(11) Serves as the proponent for agreements between HQ MDW, other Army and DoD activities, and other federal agencies.

c. Operating Budget--

(1) Performs current year budget and analysis functions for all MSCs.

(2) Serves as proponent for the mid-year and year-end planning and execution.

(3) Distributes dollar resources to subordinate commands and administers fund control.

(4) Monitors obligation plans and budget execution.

(5) Liaisons with HQDA for unfinanced requirements and allotment and funding allocation.

(6) Coordinates and maintains the MACOM integrated Priority List of unfinanced requirements.

(7) Performs centralized accounting and financial reporting for the HQ, MDW, staff and selected MSCs and activities.

(8) Manages and executes HQDA and DoD special programs.

d. Accounting Analysis and Systems Interface--

(1) Performs managerial accounting functions.

(2) Monitors and reports MACOM program performance measurements that will aid program managers in carrying out their responsibility to use government resources effectively and efficiently.

(3) Interprets and implements finance and accounting policies, and formulates augmenting MACOM guidance.

(4) Serves as the MACOM proponent for standard Army and DoD financial management feeder systems.

(5) Interprets and provides guidance pertaining to appropriation law; administers antideficiency violations.

(6) Manages the Government Travel Charge Card Program.

(7) Oversees year-end certifications.

(8) Implements and monitors financial management

systems, e.g., MDW Financial Management Information System and Cost Management/Activity Based Costing.

(9) Certifies availability of prior year funds.

(10) Performs general joint review assessments of prior and current year unliquidated obligations with DFAS personnel and program managers.

e. Competitive Sourcing--

(1) Directs, plans, and coordinates all efforts involving the Competitive Sourcing and Strategic Sourcing Option programs.

(2) Establishes MACOM policies and liaisons with HQDA.

(3) Maintains the CA Study Tracking System (CAST) and the Commercial Activities Inventory System (CAIS).

(4) Ensures compliance with Federal, DoD, and Army Competitive Sourcing guidelines, and the Federal Activities Inventory Reform (FAIR) Act.



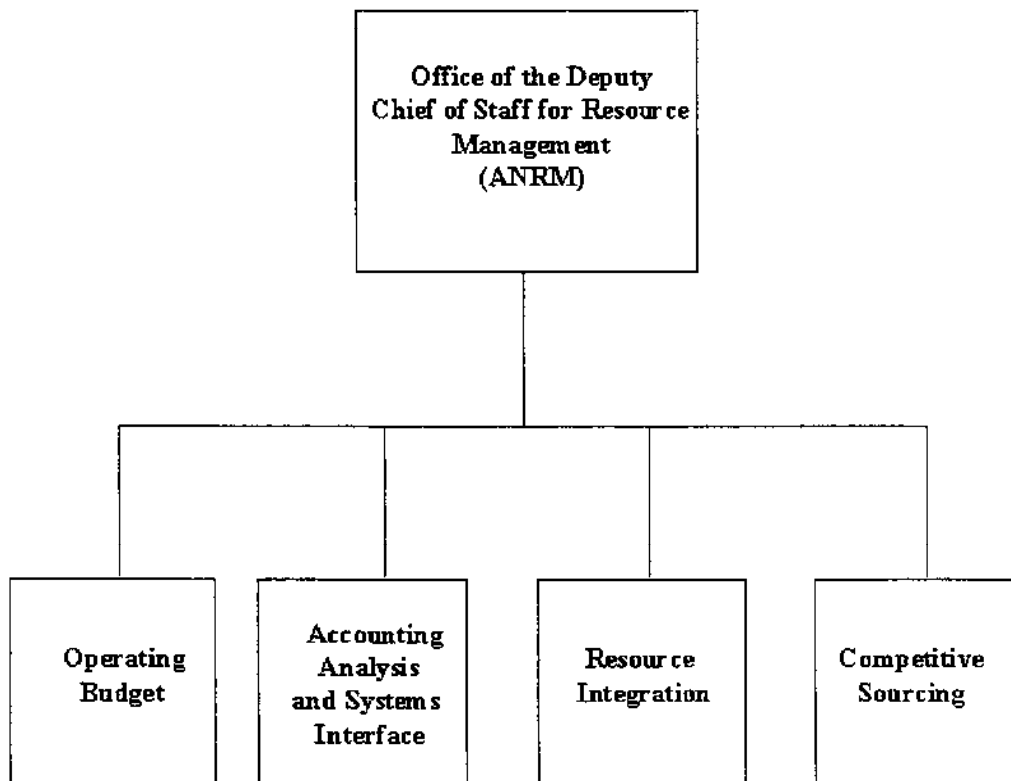


FIGURE 15-1. ORGANIZATION OF THE OFFICE of the DCSR

## **Chapter 16**

### **Initiatives Office**

#### **16-1. Mission**

The MDW Initiatives Office is a special staff responsible for the reorientation of MDW business practices towards customer focus, process management, work force empowerment, and change management. A key component of the MDW Initiatives Office is its focus across functional areas to establish and sustain core and enabling processes as the means to achieve the MDW vision.

#### **16-2. Functions of the Initiatives Office**

The Initiatives Office--

a. Provides policy and procedural guidance on innovative process redesign to include identification and communication of best practices both within and outside of the MACOM.

b. Serves as consultant to garrison and major subordinate commanders for all aspects of quality, change management, and strategic management.

c. Serves as the program manager for the Total Army Quality (TAQ) Program, to include Army Performance Improvement Criteria (APIC) and National Performance Review (NPR).

d. Provides policy and procedural guidance for compliance with the Government Performance Results Act (GPRA).

e. Provides oversight to change management policy to include training and communicating change management initiatives and policies throughout the MACOM.

f. Is responsible for strategic management to include strategic planning coordination, goal setting, process management, and process evaluation. Evaluates progress towards established strategic goals through Installation Management Action Plan briefings.

g. Serves as focal point for all MDW headquarters staff initiatives efforts that align processes over functions within the headquarters. Includes responsibility for process action teams and other teaming efforts to streamline headquarters processes and reduce bureaucratic layering over processes.

h. Serves as focal point for communication of all quality and change management information throughout the MACOM and the same for all elements of the MACOM to external agencies.

i. Is the advocate for the most effective use of technology in achieving the reorientation of MDW to a process centered organization. Includes user representation with the information technology (IT) community, identification, and

coordination of emerging technologies and initiatives and their impact on process redesign or improvement, quality improvement, change management, and coordination with the IT community to better meet user requirements associated with process redesign.

j. Manages the Army Communities of Excellence Program, the Army Ideas for Excellence Program, and the Strategic Management Plan.

**Chapter 17**  
**Office of the Chief Information Officer**

**17-1. Mission**

The Chief Information Officer (CIO)--

- a. Is the MACOM staff officer responsible for information management.
- b. Is dual-hatted as the Commander, USASA-MDW.
- c. Provides direct management and supervision of information management and information technology (IM/IT) staff activities in printing and publications, automation, communication, visual information, records management, and related programs and activities in accordance with AR 25-series publications.
- d. Ensures all information requirements of the MACOM and its subordinate elements are validated, coordinated, integrated, and submitted in the Army Modernization Plan to HQDA for review and approval.
- e. Ensures that the primary functional responsibilities of the MACOM are supported by subordinate commands under the MACOM's architecture and within the priorities and constraints set by the MACOM commander.
- f. Serves as the J-6 for the Armed Forces Inaugural Committee.

**17-2. Functions of the Office of the Chief Information Officer and its sub-elements**

Office of the CIO--

- a. Serves as a member of the Architectural Control Committee (ACC) and its supporting work groups to review, evaluate, and validate information initiatives submitted to HQDA in the Modernization Plan.
- b. Appoints and assigns a Visual Information Manager on the CIO staff.
- c. Serves as the MACOM representative to the Army Visual Information Steering Committee.
- d. Serves as the MACOM program manager for Career Program 34: Information Mission Area.
- e. Develops and maintains an internal headquarters and a MACOM-wide information resources management program that implements the Army Information Resources Management Program (AIRMP) and provides required guidance and direction to subordinate organizations.

f. Conducts and maintains a formal Information Requirements Study (IRS) and associated mission analysis at MDW headquarters to determine information requirements and to develop information models and directs and supervises execution of the same; relates and integrates these studies, analyses, requirements, and models between appropriate organizations; relates and integrates the MACOM information model with the HQDA information model.

g. Establishes a MACOM information architecture in conformance with Department of the Army's Modernization Plan guidance and the Army Information Architecture (AIA); recommends changes to the AIA and information standards to HQDA.

h. Manages implementation of the MACOM information management initiative throughout their life cycle, including those that are for MDW organizations who are tenants on other MACOM installations, based on the Modernization Plan guidance.

i. Executes the MACOM assigned portion of the approved initiatives contained in the Army Modernization Plan, taking action required to obtain supporting resources through the Planning, Programming, Budgeting, and Execution System (PPBES) process.

j. Identifies MACOM information requirements for the Army Command and Control System (ACCS).

k. Develops appropriate procedures to ensure compliance with applicable software copyright laws and license agreements.

l. Develops, plans, and maintains internal and MACOM-wide IM/IT within HQDA policy and procedural guidance.

m. Identifies manual applications that have potential for automation, conducts feasibility studies, and performs cost/benefit analysis.

n. Appoints a command records administrator responsible for overseeing the Records Management Program throughout the MACOM.

o. Ensures written contingency plans are prepared by all commands providing for effective withdrawal and destruction of records in hostile or unstable conditions.

p. Conducts periodic command-wide evaluation of the records management program relating to adequacy of documentation, maintenance and use, and records disposition.

q. Oversees the Army Information Systems Security Program (AISSP) and the COMSEC Resources Program (CRP).

r. Manages and coordinates the MACOM's IM/IT budget for Other Procurement, Army (OPA).

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s. Provides MACOM-level oversight and IM/IT policy guidance to the installation DOIMs.

t. Provides area frequency coordination support for the National Capital Region (NCR).

u. Conducts military operations IAW MDW contingency plans.

v. Provides communications support for MDW during funerals and community support activities.

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**Chapter 18**  
**Directorate of Ceremonies and Special Events**

**18-1. Mission**

The Directorate of Ceremonies and Special Events coordinates and directs military participation in ceremonies involving visiting foreign dignitaries; serves as DoD executive agent for coordinating and directing joint military participation in other ceremonies and public events in Washington, DC and elsewhere as directed; maintains oversight of and ensures military support for all military funerals of deceased U.S. Army personnel in Arlington National Cemetery and monitors the MACOM's three casualty areas; coordinates and supports other funerals as directed by higher authority; plans, coordinates, and conducts State Funerals throughout the United States when directed; and schedules public wreath and other ceremonies at the Tomb of the Unknowns IAW DoD Directive 5122.5.

**18-2. Functions of the Office of the Directorate of Ceremonies and Special Events and its sub-elements****a. The Office of the Director--**

(1) Directs formulation of plans and directs execution of programs, policies, and plans in fulfillment of MDW responsibilities for all ceremonies and protocol matters at the national level.

(2) Directs planning and execution of official ceremonies involving the President; Vice President; Secretary of State; Secretary of Defense; Secretary of the Army; Chairman, Joint Chiefs of Staff (CJCS); Vice Chairman, Joint Chiefs of Staff; or Chief of Staff, Army (CSA).

(3) Advises the Commanding General on ceremonial duties and responsibilities.

(4) Directs protocol to ensure proper integration into each ceremony or special event.

(5) Serves as technical advisor for ceremonies and special events for the Federal Government, Armed Forces, civic groups, industrial organizations, and foreign governments.

**b. The Administrative/Operations Office--**

(1) Manages the directorate's office administration and internal operations.

(2) Serves as the liaison with the National Archives for the transfer of historical documents and files.

(3) Reviews correspondence and staff actions to ensure they are correct.



(4) Monitors preparation of files, records, and reports of ceremonies and special events.

(5) Provides administrative and executive services for the directorate.

c. The Plans Branch--

(1) Develops and formulates funeral plans, VIP funeral arrangements, and appropriate regulations, documents, and operating procedures within the directorate.

(2) Develops, coordinates, and formulates all aspects of state, official, special military, Armed Forces Full Honor, and congressional funerals conducted in the NCR and elsewhere in the United States.

(3) Maintains liaison with representatives of the White House, Department of State, Department of Defense, and individual families to obtain all pertinent information and details connected with support of funerals listed in (1) above.

(4) Develops policies to control distribution of ceremonial equipment, to include State and Territorial flags.

(5) Develops and coordinates funding data to support the MDW command operating budget and program.

d. The Special Events Branch--

(1) Formulates procedures, directives, and instructions pertaining to exhibits, demonstrations, concerts, and similar activities for which the command is responsible.

(2) Develops and coordinates funding data to support special events to be included in the MDW command operating budget and program.

(3) Coordinates and prepares responses to official and unofficial requests for Armed Forces and MDW ceremonial and musical assets.

(4) Coordinates preparation and conduct of patriotic pageants, Spirit of America, historic celebrations, and The U.S. Army Band summer concert series.

(5) Plans and develops tickets, posters, programs, set designs, and visual presentations for all pageants and productions when required.

(6) Coordinates layout and approval of special events programs developed by MDW units and organizations.

(7) Manages and schedules participation of Armed Forces ceremonial and musical elements in official social or public events in the National Capital Region (NCR).

(8) Designs and prepares graphics for briefing and information related to special events.

(9) Coordinates special events for the Armed Forces Inaugural Committee during inaugural periods.

(10) Manages the Audio Section.

(11) Manages the DoD Coordinator Section.

e. The DoD Coordinator Section--

(1) Schedules participation of MDW ceremonial and musical elements in public and official social events in the NCR.

(2) Coordinates, schedules, and supervises Armed Forces, ceremonial, and musical assets supporting the DoD Community Relations Program and official social functions throughout the United States.

f. The Audio Section--

(1) Provides MACOM-level audio/public address system support for ceremonies, funerals, and special events during execution of the directorate's mission.

(2) Requisitions, safeguards, maintains, and replaces authorized audio equipment as directed.

(3) Provides technical analysis, evaluation, and coordination for audio communication requests. Supervises sound augmentation for all ceremonies and special events.

(4) Provides audio support for the Department of Defense, Department of the Army, and other activities/events when directed.

g. The Ceremonies Branch--

(1) Develops ceremonial support concepts and policies, coordinates Armed Forces ceremonial participation, and supervises Armed Forces provided to the Commander, MDW, for the conduct of ceremonies in support of the Executive Office of the President or the executive departments.

(2) Develops ceremonial guidance and procedures. Supervises execution of ceremonies in support of the HQ, Department of the Army, and subordinate headquarters.

(3) Develops concepts, coordinates manpower and logistics assets as directed. The Ceremonies Branch supervises execution of special ceremonies and reviews for activities external to MDW.

(4) Manages the planning and execution of official ceremonies involving the President; Vice President; Secretary of State; Secretary of Defense; Deputy Secretary of Defense; Secretary of the Army; Chairman, Joint Chiefs of Staff; Vice Chairman, Joint Chiefs of Staff; and Chief of Staff, Army.

(5) Develops and formulates ceremonial standing operating procedures (SOPs).

(6) Maintains liaison with representatives of the White House, Department of State, and Department of Defense to obtain all pertinent information and details connected with support of ceremonies.

(7) Maintains oversight and approval of ceremonial programs developed by all MDW units and organizations.

(8) Manages planning and development of tickets, posters, programs, and visual presentations for all ceremonies when required.

(9) Develops, in conjunction with Plans Branch, policies to control distribution of ceremonial equipment.

(10) Coordinates ceremonial events for the Armed Forces Inaugural Committee during inaugural periods.

(11) Manages the use of .0012 Limitation Contingency Funds for MDW.

(12) Manages the Ceremonies, Protocol, and Memorial Affairs Sections.

(13) Serves as technical advisors for ceremonies to foreign militaries.

#### h. The Ceremonies Section--

(1) Provides technical advice and resource coordination in support of ceremonies for internal MDW staff and subordinate headquarters.

(2) Plans, coordinates, and conducts ceremonies in support of official functions hosted by federal officials in the NCR and worldwide as directed.

(3) Provides technical advice regarding ceremonies to military agencies.

#### i. The Protocol Section--

(1) Supervises protocol activities to include usher and escort officer support during the conduct of ceremonies, special events, funerals, or concerts.

(2) Provides protocol support to the White House, Department of State, Department of Defense, Joint Chiefs of Staff (CJCS), Department of the Army, and MDW.

(3) Plans and supervises the execution of all MACOM protocol missions associated with ceremonies and special events. This includes preparation of necessary information and materials for briefing leadership and support personnel.

(4) Plans and develops protocol support for official MACOM functions to include guest/seating lists and invitations. Protocol receives and incorporates RSVPs into final plan.

(5) Provides information and guidance on Army protocol procedures to military agencies. Provides protocol guidance and recommendations to civilian agencies. Maintains the MACOM protocol resource center.

(6) Provides protocol support at Wainwright Hall. Meets and greets foreign dignitaries, general officers (four star), counterpart guests of CJCS and CSA. Identifies and coordinates special requirements of guests. Assists with luggage, coordinates conference room for meetings, and accomplishes quality assurance checks of rooms.

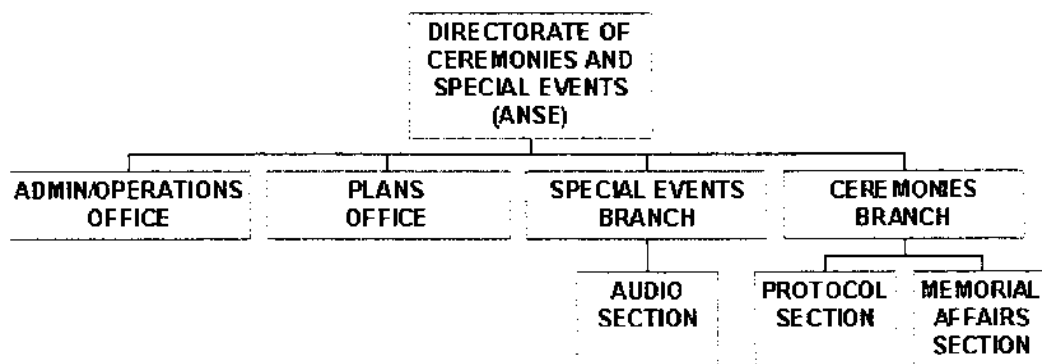
(7) Coordinates the use of .0012 Limitation Contingency funds for MDW.

j. The Memorial Affairs Section--

(1) Coordinates and supervises Armed Forces, Army Full Honor, congressional, and command interest funerals. Coordinates military honors within Arlington National Cemetery, and when directed, throughout the United States. Monitors the MACOMs casualty areas.

(2) Coordinates armed services and U.S. Army activities at the Tomb of the Unknowns to include wreath ceremonies and memorial services; coordinates other memorial ceremonies conducted throughout Arlington National Cemetery and the NCR.

(3) Plans and coordinates memorial events in the NCR and, when directed, throughout the United States.



**FIGURE 18-1. ORGANIZATION OF THE DIRECTORATE OF CEREMONIES AND SPECIAL EVENTS**

**Chapter 19**  
**Office of the Provost Marshal**

**19-1. Mission**

The Provost Marshal (PM) advises the Commanding General on all aspects of the Army law enforcement program within the command and provides technical staff supervision over garrison law enforcement operations. The PM serves as the primary liaison between the MACOM and federal, state, and local law enforcement agencies. Plans, coordinates, and, on order conducts law enforcement operations, liaison, and support for State Funerals and other MACOM contingency operations.

**19-2. Functions of the Office of the Provost Marshal and sub-elements**

a. The Administration and Logistics Division--

(1) Provides administrative support to the MDW Office of the Provost Marshal (PMO), to include word processing, file maintenance, publication support, database management, and requisitioning supplies, services, and equipment.

(2) Advises the MACOM DCSPER concerning the assignment of MP officer and enlisted personnel within the MACOM.

(3) Advises the MACOM DCSSPT and DCSRM on all force structure, manning, and equipment issues involving MDW military police units and activities.

(4) Coordinates the MACOM PMO Staff Assistance Visit Program with installation PMOs to ensure compliance with all applicable regulations and policies.

(5) Plans and coordinates for the Joint Armed Forces Disciplinary Control Board (JAFDCB) quarterly meetings. Serves as a nonvoting member of the board.

(6) Coordinates for the semi-annual MDW Provost Marshal Conferences. Provost Marshal conferences focus on innovative programs, current issues, and law enforcement initiatives.

(7) Coordinates the fielding and testing of PM automation equipment and MP Management Information System (MPMIS) software.

(8) Serves as the MDW PM information management officer (IMO) and serves on the Information Management Advisory Council (IMAC) and Information Management Working Group.

(9) Reviews, evaluates, and coordinates the internal management control program for PM areas of responsibility.

## b. The Operations and Plans Division--

(1) Reviews plans and procedures of subordinate PM activities and sections for uniformity and compliance with Army and command policy. Develops plans, policies, and procedures for critical MP and PM functions to include support under AR 5-9 and installation support agreements (ISAs); operational and administrative requirements associated with SIRs and AWOL apprehension; and participation in the National Crime Information Center (NCIC) program.

(2) Coordinates special reaction team training with MDW DCSOPS Training Division.

(3) Provides oversight of security, traffic control, and crowd control for MDW contingency operations, ceremonies, and special events.

(4) Prepares and coordinates MP annexes for MDW contingency plans, ceremonial and special-event plans, protective service missions, exercises, and other OPLANS and OPORDS.

(5) Mans the MDW Emergency Operations Center (EOC) as required.

(6) Coordinates with MDW DCSOPS Intelligence Division to acquire and disseminate current intelligence.

(7) Maintains liaison with U.S. Army Criminal Investigation Command regarding ongoing serious criminal investigations and policy matters affecting MP and CID operations.

(8) Compiles and forwards to HQDA operational reports, such as the law enforcement and discipline report, military support to civilian law enforcement agencies, and the Army victim witness program report.

(9) Provides oversight of subordinate unit and garrison MWD programs to ensure effective management and utilization of the military working dog (MWD) assets. Establishes command certification program for MWD. Receives requests for MWD support from HQDA, DAMO-ODL. Conducts informal coordination in the PM technical channel. Advises the MDW DCSOPS on the command's capability to execute the requested mission. The DCSOPS completes mission tasker for the appropriate garrison commander.

(10) Reviews plans and develops guidance for managing the MDW physical security program.

(11) Manages the MACOM and installation physical security, physical security equipment, intrusion detection system, and physical security for conventional weapons and ammunition programs. Reviews plans, develops guidance, and

1 May 2000

MDW Reg 10-87

monitors all programs. Coordinates PM advice and support for counter terrorism and force protection and serves as the MACOM program manager for Career Program 19.

(12) Represents MDW on the Army Physical Security Review Board and the Army Physical Security Equipment Action Group.

(13) Manages the RJC6 funds.

(14) Serves as the PM representative on the MDW Force Protection Council. Provides advice about and monitors the allocation of (VTER) funds.

(15) Serves as the PM representative on the MDW Force Protection Council, MDW Crisis Management Team, the Threat Management Force and the Threat Committee. Provides advice about and monitors the allocation of VTER funds.



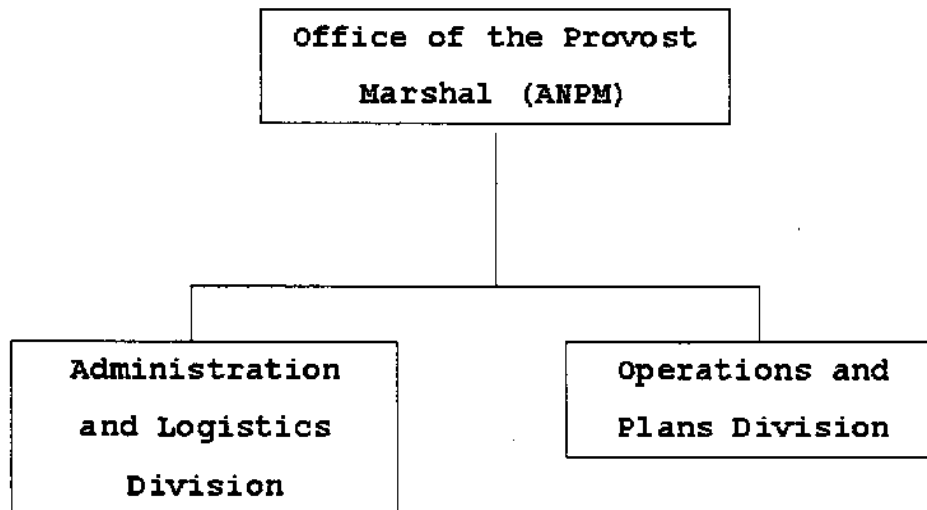


Figure 19-1. Organization of the Office of the Provost Marshal

**Chapter 20**  
**Principal Assistant Responsible for Contracting**  
**and**  
**Associate Director, Small and Disadvantaged Business Utilization**

**20-1. Mission**

a. The Principal Assistant Responsible for Contracting (PARC) exercises staff supervision and surveillance over the MDW contracting program for those activities for which the Commanding General has delegated responsibilities in accordance with the Federal Acquisition Regulation as supplemented.

b. The Associate Director, Small and Disadvantaged Business Utilization (ADSADBU), provides oversight and direction for the MACOM small business program. The program covers those activities for which the Commanding General has delegated responsibilities in accordance with DoD Directive 4205.1 and acquisition regulations.

**20-2. Functions of the Office of the PARC, its sub-element, and the Office of the ADSADBU**

a. The Office of the PARC--

(1) Advises the MDW commander, the staff, and the commanders of subordinate commands and activities on contractual matters.

(2) Carries out those delegable authorities of the Head of the Contracting Activity (HCA) as described in the acquisition regulations or as directed by DoD or HQDA.

(3) Oversees and administers the contracting function within the contracting activities of MDW and the National Defense University.

(4) Maintains surveillance over contract performance to ensure adequacy of the organizational structure, staffing, and training programs in each contracting activity.

(5) Provides direct control, staff direction, and guidance to the MDW Acquisition Center.

(6) Establishes and disseminates acquisition policy and procedures. Advises and assists program managers, contracting and requirements personnel in the development of strategies, acquisition planning, and throughout the follow-on process to ensure effective and efficient procurement programs.

(7) Manages the International Merchant Purchase Authorization Card (IMPAC) program.

(8) Appoints and terminates contracting officers. Develops programs to assist contracting officers and, as appropriate, other functional elements in acquisition functions.

(9) Serves as the Special Competition Advocate. Ensures that opportunities for competition meet statutory requirements.

(10) Serves as the Commercial Items Acquisition Advocate. Promotes the maximum practicable use of commercial items and services.

(11) Serves as the Acquisition Reform (AR) Advocate. Acts as the focal point for all AR initiatives and issues.

(12) Serves as the Initial Denial Authority under the Freedom of Information Act.

(13) Serves as the Acquisition Career Management Advocate for Career Program 14, Contracting and Acquisition, in accordance with DoD Instruction 5000.58, Defense Acquisition Workforce; DoD Manual 5000.52-M, Acquisition Career Development Program; and as directed by the Deputy Director of Acquisition Career Management and the Commanding General.

(14) Serves as the approval authority for individual deviations to the acquisition regulations.

(15) Manages the centralized contracting automation systems.

b. Functions of the Office of the Director of the Acquisition Center:

(1) The Director serves as principal contracting official to the PARC and the activities and tenants supported by the Center.

(2) The Center procures automated data processing (ADP) equipment and software, supplies, services, construction, and base maintenance requirements for serviced activities. Plans, directs, and incorporates Fort Belvoir's installation contracting functions, complex contracting actions of a specified dollar threshold, and other requirements suitable for consolidation from all MDW installations.

c. Functions of the Office of ADSADBU. The Office of the ABSADBU--

(1) Provides advice and counsel to the commander on all small business matters.

(2) Ensures MDW contracting activities take the necessary actions to implement small business, historically black college and university/minority institution, and hub-zone area programs.

(3) Advises and assists contracting, program managers, and requirements personnel early in the acquisition planning and throughout the follow-on process, in the development of strategies to ensure maximum participation in

prime and subcontracting by small business concerns; small disadvantaged business concerns; women-owned small business concerns; historically black colleges and universities/minority institutions; and hub-zone concerns.

(4) Aids, counsels, and assists small business, small disadvantaged business, historically black colleges and universities, and minority institutions.

(5) Monitors prime contractor and small business subcontracting programs and conducts periodic site visits with senior management officials to evaluate compliance with contract requirements. Makes recommendations to contractors and contracting officers on improvement of program performance.

(6) Develops and implements education and training programs for personnel whose duties and functions affect the activity's small business program.

(7) Monitors performance related to the successful goal accomplishment at the activity and advises the HCA or the contracting activity on corrective actions required for improved program performance.

(8) Develops programs to assist the contracting officers and, as appropriate, other functional elements in outreach and other efforts.

(9) Maintains an outreach program (including participation in Government-industry conferences and regional interagency small business councils) designed to locate and develop information on the technical competence of small business, small disadvantaged business concerns, historically black colleges and universities, and minority institutions.

(10) Ensures that financial assistance, available under existing regulations, is offered and also assists small business concerns in obtaining payments under their contracts, late payment, interest penalties, or information on contractual payment provisions.

(11) Recommends to the appointing authority the activity's small and disadvantaged business program goals, including goal assignments to subordinate contracting offices; monitors the activity's performance against these goals; and recommends action to correct reporting errors/deficiencies.

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## **Chapter 21**

### **Civilian Personnel Directorate**

#### **21-1 Mission**

The Civilian Personnel Directorate--

a. Develops MDW personnel policies, programs, regulations, and procedures, and supplements higher-level regulations and policies, as appropriate, for administration within MDW.

b. Evaluates civilian personnel management programs in MDW.

c. Provides staff direction and advice to Civilian Personnel Advisory Centers on civilian personnel management and administration for supported activities.

#### **21-2 Functions of the Civilian Personnel Directorate and its sub-elements**

The Civilian Personnel Director--

a. Serves as the commands principal personal advisor to the MDW Commanding General, Deputy to the Commanding General for Installation Support (DCIS), Chief of Staff, and other key MDW officials on civilian personnel matters.

b. Monitors DoD/Army civilian personnel program changes and modernization initiatives. Ensures that MDW develops civilian personnel policies, programs, regulations, and procedures regarding implementation.

c. Serves as the MACOM resource program director responsible for MDW's Career Programs Training Budget, Workman's Compensation Program and ACTEDS intern budget.

d. Serves as the MACOM career program manager for Career Program 10 - Civilian Personnel Administration.

f. Serves as command's civilian program manager for the Army Civilian Training, Education, and Development System; the MDW Headquarters Incentive Awards Committee and the MDW Civilian Injury and Illness Compensation Committee chairperson; and the process champion and leader of MDW's Civilian Work Force Strategic Planning Group.

g. Originates and revises the yearly MDW Staff Human Resource Plan and the MDW Strategic Management Plan portions pertaining to civilian personnel.

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## **Part Four Installations**

### **Chapter 22 Fort Myer Military Community**

#### **22-1. Organization**

a. Fort Myer Military Community (FMMC) is composed of Fort Myer, VA, and Fort McNair, DC. The Commanding General of the U.S. Army Military District of Washington (MDW) is also the installation commander of FMMC. He or she commands, controls, and operates FMMC and all assigned or attached units, and provides community support to authorized activities and personnel assigned to or located in the geographical support area.

b. Fort Myer Military Community is the centerpiece for Headquarters, Department of the Army, providing ceremonial and funeral support in the National Capital Region (NCR). The community also provides housing for senior military leadership and base operations support to all authorized personnel (e.g., military members, active and retired; civilians; and family members) throughout the NCR.

c. The Commander, U.S. Army Garrison, Fort Myer, is responsible for the day-to-day operations as well as comprehensive planning, programming, and budgeting necessary to achieve and maintain excellent living and working conditions for all personnel within the FMMC. The garrison provides goods and services in support of all members of the community.

d. Supported major tenants of the FMMC are Headquarters, U.S. Army Military District of Washington, the 3d U.S. Infantry (The Old Guard), with attached 289<sup>th</sup> MP Co (-), The U.S. Army Band (Pershing's Own), the National Defense University, the National War College, the Industrial College of the Armed Forces, the Center of Military History, and Inter-American Defense College. Supporting tenants of FMMC are Defense Commissary Agency, Army/Air Force Exchange Service, Radar Health Clinic, and the 767<sup>th</sup> Ordnance Detachment (Explosive Ordnance Disposal).

#### **22-2. Functions of Fort Myer Military Community**

The missions and functions of FMMC are outlined in Fort Myer Military Community Regulation 10-87.

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## **Chapter 23**

### **Fort Belvoir**

#### **23-1. Organization**

a. Fort Belvoir is an installation composed of U.S. Army Garrison, Fort Belvoir; Davison Army Airfield, Engineer Proving Grounds; and the sub-installation, Fort A.P. Hill. The commander commands, controls, and operates Fort Belvoir and all assigned or attached units and provides installation support to authorized activities and personnel assigned to or located in the geographical support area of Fort Belvoir.

b. Fort Belvoir provides housing for active duty military and base operations support to all personnel within the community (i.e., military members, active and retired; civilians; and family members).

c. The Commander, U.S. Army Garrison, Fort Belvoir, is responsible for the day-to-day operations and the comprehensive planning necessary to achieve and maintain excellent living and working conditions for all personnel within the Fort Belvoir Community. The garrison provides goods and services in support of all members of the installation community.

d. Major non-supporting tenants of Fort Belvoir are the Army Management Staff College, Center for Army Analysis, Criminal Investigation Command units, Defense Communications-Electronics Evaluation and Testing Activity, Defense Logistics Agency, Defense Systems Management College, Headquarters Department of Army units, Inspector General School, National Guard units, National Imagery Mapping College, U.S. Army Corps of Engineers units, U.S. Army Force Management Support Agency, U.S. Army Intelligence and Security Command units, U.S. Army Material Command units (to include Night Vision and Electronic Sensors) Directorate and U.S. Army Training and Doctrine Command units, and U.S. Army Total Personnel Command units. Supporting tenants include the U.S. Army Signal Activity, U.S. Army Medical Command units, Defense Commissary Agency, U.S. Army Military District of Washington units (to include 12<sup>th</sup> Aviation Battalion and Joint Personal Property and Shipping Office - Washington Area), and 55<sup>th</sup> Explosive Ordnance Disposal.

#### **23-2. Functions of Fort Belvoir**

The missions and functions of Fort Belvoir (FB) are outlined in FB Reg 10-5.

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## **Chapter 24**

### **Fort George G. Meade Military Community**

#### **24-1. Organization**

a. Fort George G. Meade Military Community (FGGMMC) is the installation composed of Fort George G. Meade. The Deputy Commanding General, First U.S. Army (Forward) East, is also the commander of FGGMMC. He or she commands, controls, and operates FGGMMC and all assigned or attached units, and provides installation support to authorized activities and personnel assigned to or located in the geographical support area.

b. Fort George G. Meade Military Community provides housing for senior military leadership and base operations support to all personnel within the community (i.e., military members, active and retired; civilians, and family members).

c. The Commander, U.S. Army Garrison, Fort George G. Meade, is responsible for the day-to-day operations as well as comprehensive planning necessary to achieve and maintain excellent living and working conditions for all personnel within the FGGMMC. The garrison provides goods and services in support of all members of the installation community.

d. Nonsupporting tenants of the FGGMC include National Security Agency, U.S. Army Reserve Command, Northeast Recruiting Brigade Units, Field Operations Agency of Army Staff, U.S. Army Space and Missile Defense Command, U.S. Army Intelligence and Security Command, U.S. Army Criminal Investigative Command, U.S. Army Material Command, U.S. Army Corps of Engineers, U.S. Army Training and Doctrine Command, 56<sup>th</sup> Ordnance Detachment, U.S. Army Field Band (MDW), Air Force Office of Special Investigations, Military Entrance Processing Command, Air Mobility Command, U.S. Army Special Operations Command, U.S. Air Force 694<sup>th</sup> Intelligence Group, Naval Security Group Command; Defense Information School, Environmental Protection Agency, and others.

e. Supporting tenants include Defense Finance and Accounting Service, U.S. Army Information Systems Command, Defense Commissary Agency, Defense Printing Plant, Army and Air Force Exchange Service, and U.S. Post Office.

#### **24-2. Functions of Fort George G. Meade Military Community**

The missions and functions of FGGMMC are outlined in Fort George G. Meade Military Community Regulation 10-1.

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## **Chapter 25**

### **Fort Hamilton Military Community**

#### **25-1. Organization**

a. Fort Hamilton Military Community (FHMC) is the installation composed of U.S. Army Garrison, Fort Hamilton. Fort Hamilton divests itself of its former sub-installations, Fort Totten and Fort Bellmore Logistics Facility in calendar year 2000. The commander provides installation support to tenant and other authorized activities and personnel assigned to or located in the geographical support area of Fort Hamilton.

b. Fort Hamilton provides housing support for active duty military and base operations support to all personnel within the community (i.e., military members, active and retired; civilians, and family members). Fort Hamilton is responsible for transferring the Bellmore Logistics Facility and Fort Totten by 2001 in compliance with the Base Realignment and Closure Act. Fort Hamilton remains as the only active duty military installation in the New York Metropolitan Area.

c. The Commander, U.S. Army Garrison, Fort Hamilton, is responsible for the day-to-day operations as well as comprehensive planning necessary to achieve and maintain excellent living and working conditions for all personnel within the Fort Hamilton Community. The garrison provides goods and services in support of all members of the installation community.

d. Nonsupporting tenants of Fort Hamilton are the U.S. Army Recruiting Battalion-New York City; Military Entrance Processing Station; North Atlantic Division, U.S. Army Corps of Engineers; Headquarters, 8<sup>th</sup> Medical Brigade, USAR; Headquarters, 77<sup>th</sup> Reserve Support Command; Ainsworth Army Medical Clinic; Drug Enforcement Agency, National Guard Task Force; 343<sup>d</sup> Civil Affairs Group; and, Joint Task Force (Defense Intelligence Agency).

#### **25-2. Functions of Fort Hamilton Military Community**

The missions and functions for FHMC are outlined in Fort Hamilton Regulation 10-1.

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**Part Five  
Commands and Activities**

**Chapter 26**

**1<sup>st</sup> Battalion (Reinforced), 3d U.S. Infantry (The Old Guard)**

**26-1. Mission**

The Old Guard is a table of organization and equipment (TOE) infantry battalion (reinforced) with operational control of the 289<sup>th</sup> MP Co. It executes contingency missions and conducts Army military funerals and related honors in Arlington National Cemetery and designated cemeteries in the vicinity of MDW. It represents DoD and the United States Army at official ceremonies and conducts nationwide military pageants and special events IAW AR 601-280.

**26-2. Functions of the command group and its sub-elements**

a. The Office of the Commander--

- (1) Commands and controls all elements.
- (2) Plans and conducts ceremonial support missions and training.
- (3) Develops recommendations for program, budget, and manpower management.
- (4) Develops, plans, and conducts training to execute infantry missions.
- (5) Plans participation in ceremonies.
- (6) Manages the support provided by the 289<sup>th</sup> MP Company.

b. The Office of the Deputy Commander--

- (1) Plans and conducts all tactical training of a reinforced infantry battalion.
- (2) Prepares the regiment to execute classified contingency plans in support of MDW and key governmental agencies.
- (3) Is designated as the contingency task force commander.
- (4) Plans and conducts ceremonial support missions.
- (5) Assumes command of the regiment in absence of the commander and is the acting commander of the 3d U.S. Infantry in the event of increase of additional battalions for contingency operations.

## c. Office of the Executive Officer--

- (1) Functions as Chief of Staff.
- (2) Directs, coordinates, and supervises the regimental staff.
- (3) Operates Emergency Operations Center during contingency operations.
- (4) Prepares to command sub-element in actions involving the security of the President, key leaders, and critical installations within the National Capital Region.
- (5) Oversees regimental personnel, intelligence, communications, and logistic operations.
- (6) Oversees regimental command inspection program.

## d. Command Sergeant Major--

- (1) Advises on all actions concerning enlisted personnel.
- (2) Plans and conducts individual training such as Expert Infantryman Badge Testing.
- (3) Selects senior noncommissioned officers for assignment to the regiment.
- (4) Plans and conducts NCO-led ceremonies and serves as the commander of troops.
- (5) Sets policies and standards concerning uniform and appearance of all soldiers in the regiment.
- (6) Oversees enlisted recruiting and retention.

## e. The S1--

- (1) Serves as the principal staff officer for administration and management.
- (2) Oversees maintenance of unit strength, personnel management, unit morale, operational missions, recruiting, and retention.
- (3) Advises and assists other staff officers on personnel and administrative matters.

## f. The S2--

- (1) Manages and develops plans and policies for military intelligence, counterintelligence, counter terrorism, contingency plans, and security.

(2) Advises all staff officers in matters pertaining to subjects in (1) above.

(3) Provides intelligence for all plans and orders.

(4) Ensures timely preparation and accuracy for all submissions of Presidential Support Duty (PSD) clearances.

g. The Office of the Physician's Assistant--

(1) Serves as the special staff office for medical matters of the soldiers and family members of the command.

(2) Advises and assists other staff officers and company commanders in medical matters.

(3) In coordination with the regimental medical officer, oversees medical training, combat lifesavers, EMT, sick call, and expert field medical badge (EFMB).

h. The S4--

(1) Serves as principal staff officer for all matters pertaining to supply, maintenance, transportation, services, budget, food service, carpentry, ammunition, property book, and miscellaneous logistical support.

(2) Maintains liaison with MDW and other DoD organizations that provide maintenance and supply support to The Old Guard.

(3) Assists other staff officers in planning and projecting logistical support requirements.

(4) Prepares the logistics portion of plans and orders.

(5) Maintains a ceremonial warehouse with equipment used in national and international ceremonies.

i. The Old Guard Museum--

(1) Operates the museum that contains exhibits tracing the history and traditions of The Old Guard.

(2) Collects, preserves, interprets, and exhibits objects related to the history of The Old Guard.

(3) Develops and provides educational services and training programs concerning The Old Guard and its contributions to the development of the U.S. Army and the Nation.

(4) Serves as the MDW Command Historian.

## j. The Office of the Chaplain--

(1) Executes religious programs based on the Masters of Religious Program (MRP) and command guidance. This office advises the commander on matters pertaining to religion, morals, and morale of The Old Guard.

(2) Provides a comprehensive religious program, pastoral ministry, and counseling to The Old Guard personnel during tactical and contingency training missions.

(3) Designs, develops, and implements the Newcomers Program for incoming soldiers and family members.

## k. The S3--

(1) Serves as principal staff officer on ceremonial, contingency, and special events.

(2) Develops operational plans and orders for all support missions and detail requirements.

(3) Acts as the unit force development advisor.

(4) Develops, coordinates, executes, and evaluates infantry tactical training programs and tactical operational plans.

(5) Develops, coordinates, and executes the regimental schools program.

## l. The Communications Electronics Office--

(1) Plans, coordinates, and implements communication plans for contingency training and ceremonial missions.

(2) Plans, coordinates, and supervises lighting for indoor ceremonies.

(3) Serves as the communications security officer and supervises the operation of the Crypto facility.

(4) Staffs the Emergency Operations Center during contingency missions.

(5) Supervises and monitors the operation of the communications platoon.

(6) Serves as the calibration officer.

(7) Serves as the information management officer (IMO).

(8) Plans, coordinates, and implements regimental public affairs effort and policy.

m. Company A--

(1) Plans, trains, and performs special ceremonial functions as the Commander in Chief's Guard.

(2) Plans, trains, and performs as a replica of George Washington's original "Life Guard."

(3) Plans and executes training programs to develop unit proficiency for tactical and contingency infantry missions.

(4) Plan and conduct all Army Honor and Full Honor Funerals in Arlington National Cemetery and the surrounding region.

n. Companies B, C, and D--

(1) Plan and execute training programs to develop proficiency for tactical and contingency infantry missions.

(2) Participate in unit ceremonies.

(3) Plan and conduct all Army Honor and Full Honor Funerals in Arlington National Cemetery and the surrounding region.

o. Company E--

(1) Plans and executes training programs to develop proficiency for tactical and contingency infantry missions.

(2) Plans, trains, and executes training programs for all joint ceremonial and memorial affairs contingencies.

(3) Plans, trains, and performs as the U.S. Army Continental Color Guard.

(4) Represents the U.S. Army in Joint Service ceremonies and as representatives of the senior Service. Assists in the ceremonial training of other Services.

(5) Plans and conducts all Army Honor and Full Honor Funerals in Arlington National Cemetery, and the surrounding region.

p. Company H--

(1) Plans, trains, and serves as the guard force at the Tomb of the Unknowns (Arlington National Cemetery).

(2) Plans, trains, and performs as the U.S. Army Drill Team.

(3) Plans, trains, and serves as the Caisson Platoon.

(4) Plans, trains, and performs as the Scout Platoon, Salute Guns Platoon, and 81mm Mortar Platoon.

(5) Plans, trains, and serves the 289th Military Police Company.

q. The Headquarters and Headquarters Company (HHC)--

(1) Provides all administrative and logistical support to the Command Group, staff sections, and companies.

(2) Plans and conducts low-density MOS training.

(3) Plans and conducts training to support the regiment in combat service support for tactical and contingency missions.

r. The Fife and Drum Corps--

(1) Provides musical support to the 3d U.S. Infantry (The Old Guard) at ceremonial training, parades, reviews, and other functions to enhance and improve mission readiness.

(2) Represents the U.S. Army at military and civilian ceremonies, parades, funerals, and other functions throughout the nation and around the world.

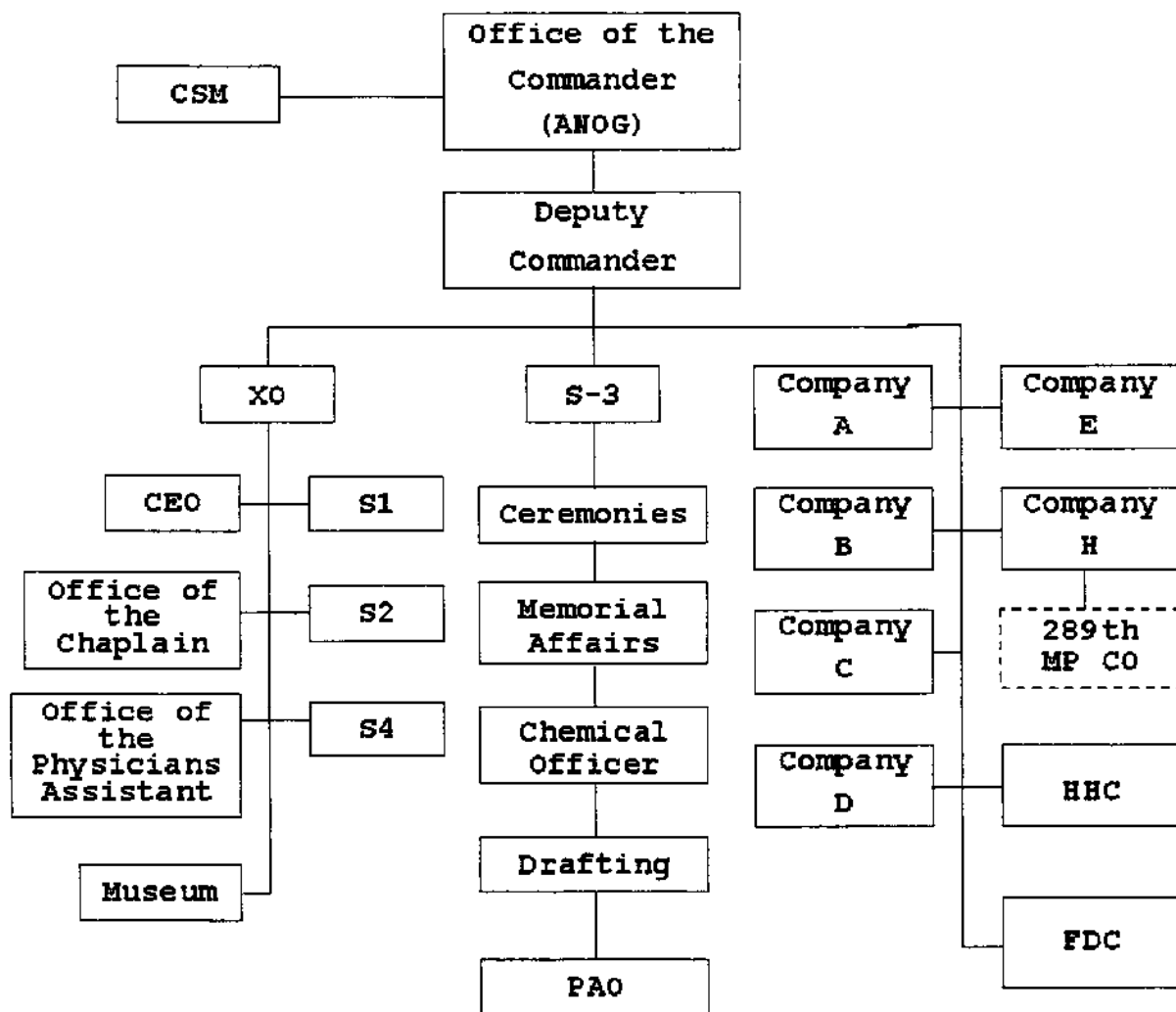


Figure 26-1. Organization of the 1st Battalion (Reinforced), 3rd Infantry, (The Old Guard)

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**Chapter 27**  
**The United States Army Band (Pershing's Own)**

**27-1. Mission**

The United States Army Band (Pershing's Own) provides musical support to DoD, HQDA, U.S. Army Military District of Washington and other federal agencies for official ceremonies and public events worldwide.

**27-2. Functions of the Band Headquarters and its sub-elements****a. The Band Headquarters--**

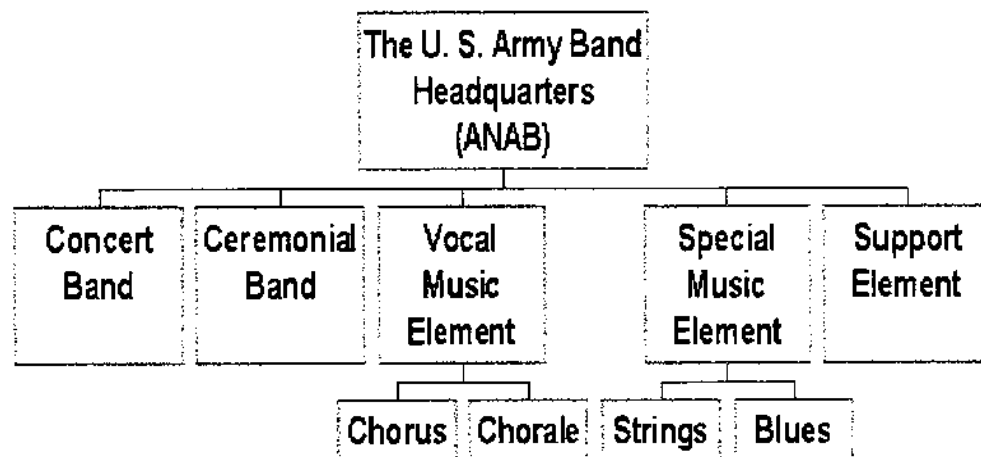
- (1) Commands and controls all elements of the band.
- (2) Plans and conducts organizational training.
- (3) Coordinates operational commitments with higher headquarters and performing elements of The U.S. Army Band.
- (4) Plans musical support for military pageants and ceremonies. These are special concert presentations for the U.S. Army Military District of Washington and include--
  - (a) The United States Army Band Anniversary Concert, a formal concert usually held January-March.
  - (b) The "1812 Overture" Concert, an outdoor concert usually presented in August.
  - (c) The "Salute to Veterans," a formal concert held in November in honor of Veterans Day.
  - (d) "An American Holiday Celebration," a holiday pageant held annually in December.
- (5) Develops recommendations for program, budget, and manpower management.
- (6) Recruits and auditions civilian and military personnel for assignment to Army bands and to The U.S. Army Band.

b. The Concert Band, the Ceremonial Band, the Vocal Music Element (comprised of the Chorus and the Chorale), and the Special Music Element (comprised of the stage band and the string group) are each tailored to a particular musical genre and function in direct support of the musical mission.

**c. The Support Element--**

- (1) Supervises all training other than technical musical training.

- (2) Coordinates publicity.
- (3) Provides logistical support and maintains property.
- (4) Develops, coordinates, and executes resource management plans.
- (5) Supervises adherence to internal control procedures by all elements.
- (6) Arranges, updates, and verifies foreign national anthems for all bands of the Department of Defense.
- (7) Coordinates transportation support.
- (8) Operates information management/ADP equipment.
- (9) Operates and provides audio and lighting support.
- (10) Assembles and disassembles stage equipment and transports support equipment and musical instruments to and from performance sites.



**Figure 27-1. Organization of The U. S. Army Band  
(Pershing's Own)**

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**Chapter 28**  
**12<sup>th</sup> Aviation Battalion**

**28-1. Mission**

On order, the 12<sup>th</sup> Aviation Battalion will conduct contingency operations as required; will provide rotary wing aviation support to the Department of Defense (DoD), Headquarters, Department of the Army (HQDA), The U.S. Army Military District of Washington (MDW), and other federal agencies; and will conduct airfield operations at Davison Army Airfield and at the Pentagon Heliport.

**28-2. Functions of the Office of the Commander, 12<sup>th</sup> Aviation Battalion and its sub-elements**

a. The Office of the Commander--

- (1) Commands and controls all elements.
- (2) Performs the functions of the HQ MDW Staff Aviation Officer.
- (3) Advises the MDW commander on all aviation matters, airfield and flight operations, and matters pertaining to assigned or attached Army aviation units and personnel.

b. The Office of the Executive Officer--

- (1) Functions as Chief of Staff.
- (2) Directs, coordinates, and supervises the battalion staff.
- (3) Develops recommendations for training, budget, and manpower management.
- (4) Operates Emergency Operations Center during contingency operations.
- (5) Assumes command of the battalion in absence of the commander.

c. The Command Sergeant Major--

- (1) Advises on all actions concerning enlisted personnel.
- (2) Plans and conducts individual training for the soldiers.
- (3) Oversees enlisted recruiting and retention.
- (4) Sets policies and standards concerning uniform and appearance of all soldiers in the battalion

## d. The S1--

(1) Provides staff support concerning all aspects of civilian and military personnel management and administrative matters. Performs duties as the adjutant.

(2) Oversees maintenance of unit strength, personnel management, unit morale, and retention.

e. The S2 manages all security operations including executing contingencies and providing personnel security, operations security (OPSEC), communications security (COMSEC), physical security, and information security.

## f. The S3--

(1) Manages all operations and plans of the battalion including executing contingencies and planning all factors of battalion operations and training.

(2) Acts as liaison between 12th Aviation Battalion and requesting agencies on mission coordination for ground and air assets.

(3) Manages the execution of the battalion's flying hour program.

(4) Manages the Synthetic Flight Training System (SFTS) which provides UH-1 aircraft simulator support to local military, federal, state, and county personnel.

## g. The S4--

(1) Manages all activities the procurement of materials, services, and facilities engineering coordination.

(2) Plans and directs logistical and maintenance activities of the battalion and the requisitioning, storing, and issuing of supplies and equipment.

## h. The Administrative Officer--

(1) Acts as the budget officer, formulates policy, and coordinates functions relating to budgeting, accounting, internal review, statistical reporting, and management analysis.

(2) Acts as the civilian personnel officer and assists the battalion's civilian work force with personnel actions, training, management employee relations, and finance issues.

i. The Aviation Standardization Office is responsible for development, implementation, and technical supervision of the battalion's standardization and aviation training program. It provides advice to the battalion command group on all matters concerning aircraft utilization, aircrew proficiency, regulations, aircrew training, and standardization.

j. The Aviation Safety Office is responsible for all matters pertaining to safety and maintains liaison with the battalion staff and the MDW safety manager on matters specific to the program. It implements and supervises the accident prevention program.

k. The Information Management Office provides technical advice to the commander on all information mission areas (i.e., automation, telecommunication, records management, visual information, printing, and publications).

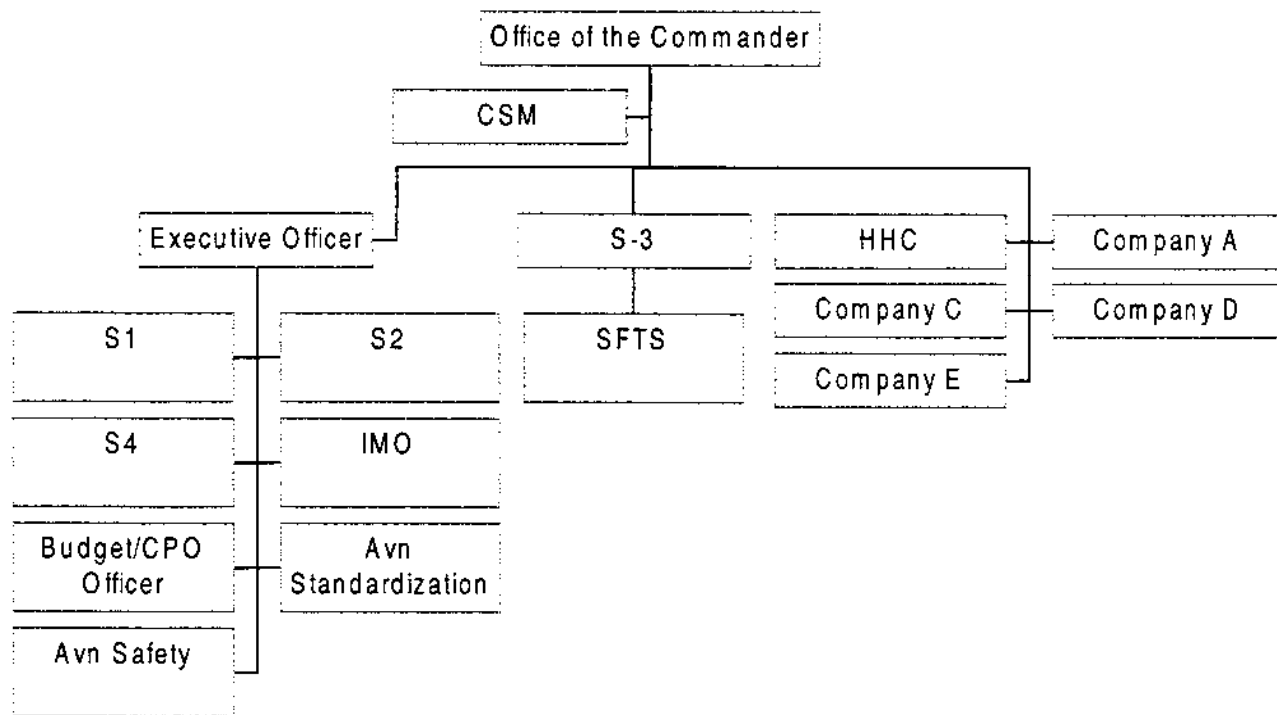
l. The Headquarters and Headquarters Company (HHC) provides for the administration, billeting, discipline, security, health, and welfare for assigned enlisted and officer personnel. The company is responsible for all matters pertaining to military personnel safety.

m. Company A provides UH-1 rotary wing aviation assets in support of operational support airlift, special airlift, and contingency plans, for MDW, HQDA, DoD, and other Federal Government agencies.

n. Company C provides UH-60 rotary wing aviation assets in support of contingency plans and operational support airlift for MDW, HQDA, DoD, and other Federal Government agencies. Provides direct rotary wing aviation asset support to the senior leadership of the Department of the Army and DoD.

o. Company D provides aviation unit level maintenance (AVUM), aviation intermediate level maintenance (AVIM) and limited depot level maintenance in support of battalion daily and contingency missions.

p. Company E provides base operations, air traffic control, and airfield services to include refueling, grounds maintenance, and snow removal to Davison Army Airfield in support of the battalion. Provides air traffic services to ensure the safe, orderly, and expeditious flow of air traffic within the airspace of Davison Army Airfield and the Pentagon Heliport.



**Figure 28-1. Organization of the 12th Aviation Battalion**



**Chapter 29**  
**Joint Personal Property Shipping Office-Washington Area**  
**(JPPSOWA)**

**29-1. Mission**

The JPPSOWA provides consolidated traffic management services (shipment allocations, inspections, tracing, claims, etc.) for shipment, receipt, and storage of personal property for DoD military and civilian personnel moving into, within, or out of the JPPSOWA geographical area of responsibility (Washington, DC; 7 counties and 2 independent cities in Maryland; 24 counties and 8 independent cities in Virginia; and 9 counties in West Virginia). The JPPSOWA also provides support to other agencies of the Federal Government as required by agreement.

**29-2. Functions of the Office of the Commander, Joint Personal Property Shipping Office-Washington Area and its sub-elements****a. The Office of the Commander--**

(1) Establishes policy and provides direction to the functional elements of JPPSOWA.

(2) Coordinates with each Service headquarters (Army, Navy, Air Force, Marine Corps, and Coast Guard) concerning implementation of DOD Regulation 4500.9-R, Defense Transportation Regulation.

(3) Serves as the link between the Commercial Household Goods Carrier Industry and the member/shipper.

(4) Serves as the focal point for identification, coordination, and implementation of management initiatives designed to improve service to customers and reduce costs to DoD.

(5) Serves as the final authority for imposing punitive actions (letters of warning, suspensions, disqualification's, etc.) on firms of the commercial Household Goods Carrier Industry.

**b. The Information Management Division--**

(1) Identifies, develops, and coordinates requirements for computer hardware and software.

(2) Manages the use of organizational hardware and software.

(3) Provides liaison with the office of the MDW CIO/ASA-MDW and other agencies within and outside MDW that pertains to information management.

(4) Provides interface with DoD and headquarters of each uniformed Service, installation transportation offices, and

transportation movement offices regarding the Transportation Operational Personal Property Standard System (TOPS) -- a DoD developed system.

c. The Administrative Division--

(1) Provides general administrative support to all functional areas.

(2) Manages the annual funding program, to include planning, programming, budgeting, and execution.

(3) Manages all aspects of personnel management and training for the civilian and military work force.

(4) Establishes and maintains procedures for the release of information under the Freedom of Information and Privacy Acts.

(5) Manages all functions relating to safety, physical security, crime prevention, supply administration, correspondence and records management, and key control.

(6) Manages the Military Sponsorship Program.

(7) Serves as the point of contact for all inspections, audits, surveys, reviews, etc., of JPPSOWA's operation.

d. The Customer Service Division--

(1) Provides initial contact and assistance for all callers to the JPPSOWA. When required, redirects customers to the appropriate section for final resolution of their concern/problem.

(2) Provides inbound traffic management services

(3) Certifies performance of inbound accessorial services.

(4) Manages the Reweigh Program for inbound shipments.

(5) Manages inbound traffic management services utilizing TOPS.

(6) Traces lost or missing items of inbound personal property.

(7) Serves as the contracting officer's representative (COR) for the inbound portion of the Direct Procurement Move (DPM) Contract.

e. The Outbound Movements Division--

(1) Provides outbound traffic management and nontemporary storage services.

(2) Certifies performance of outbound accessorial services.

(3) Manages outbound traffic management services utilizing TOPS.

(4) Provides nontemporary storage for personnel departing the JPPSOWA's geographical area of responsibility.

(5) Traces lost or missing items of outbound personal property.

(6) Serves as the COR for the local move portion of the DPM Contract.

(7) Administers the Total Quality Assurance Program (TQAP) as it pertains to outbound shipments.

f. The Quality Control Division--

(1) Conducts residential inspections of inbound, outbound, nontemporary storage, and local move shipments to include packing/unpacking, crating/uncrating, loading/unloading, assembling/disassembling, placement of articles in residences, and removal of debris from residences.

(2) Inspects agent, carrier, and local contractor facilities.

(3) Monitors distribution of government-owned shipping containers (GOCs).

(4) Manages TQAP for JPPSOWA; performs semi-annual carrier evaluations and provides carrier scores for the next rate cycle; utilizes TOPS to record information on carrier performance.

(5) Conducts witnessed reweigh for potential overweight shipments.

(6) Conducts warehouse searches for lost or missing items of personal property and assists members/claims offices in processing claims for lost, damaged, or destroyed items.

(7) Initiates punitive actions against firms of the commercial Household Goods Carrier Industry.

(8) Serves as the COR for the quality assurance of the DPM Contracts.

(9) Manages the Motor Vehicle Management Program, to include assignment of vehicles to inspectors and other JPPSOWA operators. Manages the preventative maintenance program and ensures that accidents are properly reported.

1 May 2000

(10) Serves as JPPSOWA point of contact for inconvenience claims. Provides assistance to customers in processing their claims.

(11) Maintains a documentation/Letter of Intent (LOI) file on approximately 400 carriers approved to provide personal property services in the JPPSOWA area of responsibility. Ensures new LOIs and changes are entered in TOPS.

(12) Approves warehouses for Storage-In-Transit (SIT) personal property shipments using criteria established by the regional Storage Management Office.

g. The Voucher Examination Office--Under Administrative Division--

(1) Processes vouchers for pay for non-temporary storage lots, local moves, inbound/outbound DPM shipments, and DD 619s and 619-1s.

(2) Processes miscellaneous invoices related to transportation shipments.

(3) Ensures and certifies accuracy of vouchers to be paid.

(4) Serves as the link between the Defense Finance and Accounting Office, Rome, New York, and commercial contractors regarding payment.

(5) Processes DD Form 139 pay checks and DD Form 1131 cash collection.

(6) Processes set-off action against carriers when directed by the contracting office or the management staging office.

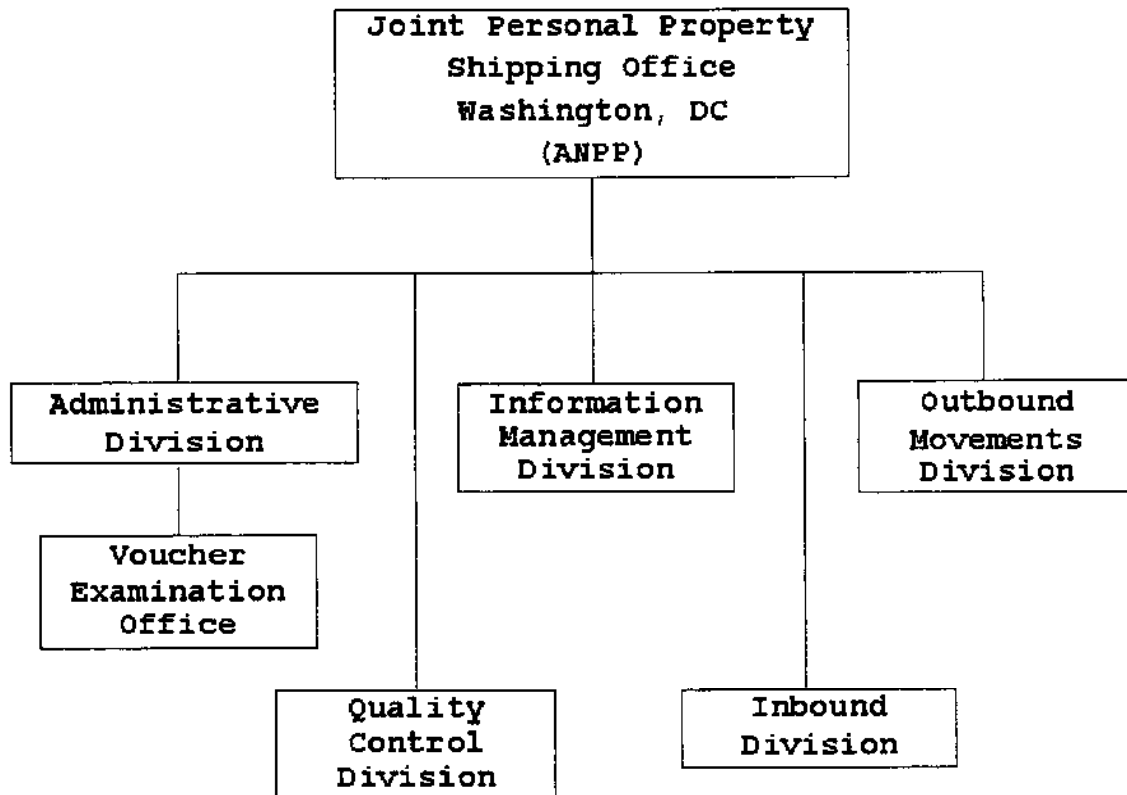


Figure 29-1. Organization of the Joint Personal Property Shipping Office

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**Chapter 30**  
**U.S. Army Military District of Washington**  
**Engineer Company**

**30-1. Mission**

The U.S. Army Military District of Washington Engineer Company conducts technical/confined-space rescue operations in support of military/federal contingencies and general military/civilian rescue missions within the NCR. When not training for or engaged in rescue missions, provides general engineer support to the U.S. Army Military District of Washington.

**30-2. Command Relationships**

For mission execution, the Commander, MDW Engineer Company, reports directly to the Commander, U.S. Army Military District of Washington. For command, UCMJ, administrative, logistics, and training, the Commander, MDW Engineer Company, reports directly to the Commander, Headquarters Command, U.S. Army Garrison, Fort Belvoir, Virginia.

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**Chapter 31**  
**The United States Army Transportation Agency**  
**(White House)**

**31-1. Mission**

The U.S. Army Transportation Agency (White House) provides motor vehicle transportation and other services to the White House (as directed by the director of the White House Military Office) and supported by the CG, MDW, IAW applicable MOUs.

**31-2. Organization**

The organization of the agency is shown in figure 31-1.

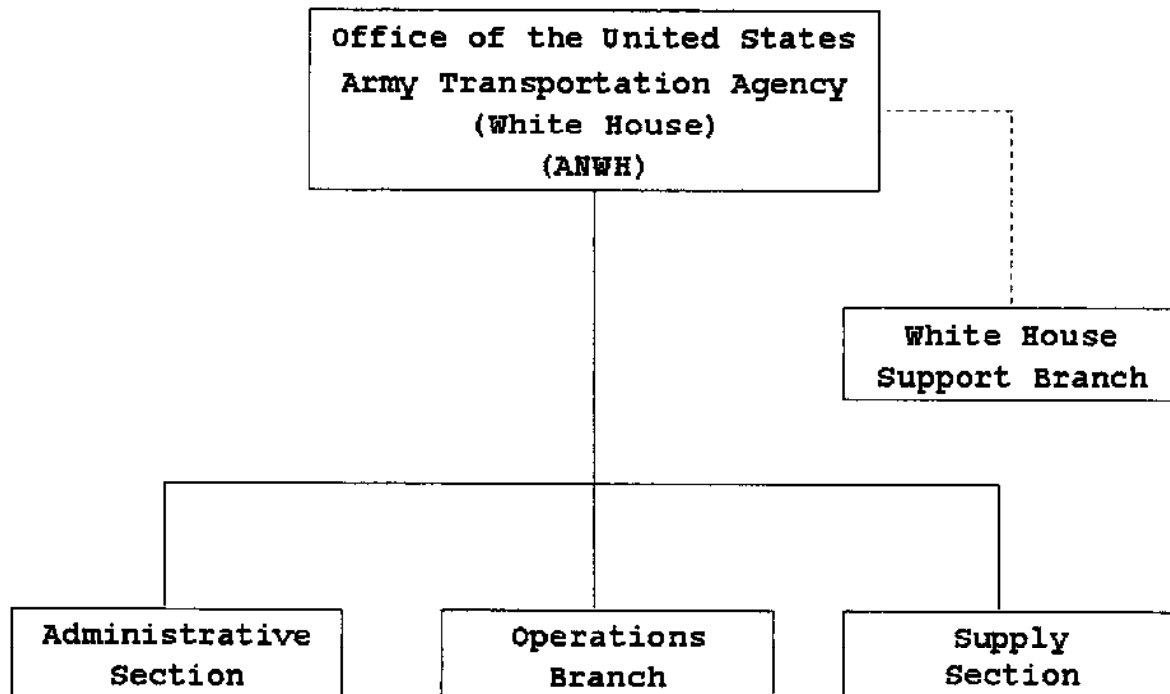


Figure 31-1. Organization of the Office of the United States Army Transportation Agency (White House)

## **Chapter 32**

### **Arlington National Cemetery**

#### **32-1. Mission**

Arlington National Cemetery provides dignified and appropriate interment services in Arlington and in the U.S. Soldiers' and Airmen's Home National Cemetery; preserves and enhances the beauty of cemetery grounds; and supports MDW in ceremonial and special events, IAW the AR 290 and DA PAM 290-5. The Arlington National Cemetery and the U.S. Soldiers' and Airmen's Home National Cemetery are civil works activities of the DA under the jurisdiction of the Assistant Secretary of the Army (Civil Works) by General Order No. 12, dated 30 August 1995. Responsibility for administration, operation, and maintenance is assigned to the CG, MDW, by General Orders No. 25, dated 30 June 1986.

#### **32-2. Functions of the Arlington National Cemetery and its sub-elements**

a. The Office of the Superintendent--

(1) Cares and maintains cemetery grounds, buildings, structures, and utilities.

(2) Preserves cemetery property, supplies, equipment, and accurate accounting for the same.

(3) Enforces laws and regulations pertaining to the operation and administration of the cemetery.

(4) Maintains records and prepares reports and correspondence pertaining to the administration, operation, and maintenance of the cemetery.

(5) Continuously inspects and makes surveillance of cemetery facilities in order to correct or report deficiencies.

(6) Arranges, coordinates, schedules and provides overall supervision of funerals; assistance to families and funeral directors in obtaining religious services and military honors from the military service responsible for providing honors; attending or providing representation at all interment services; and cooperation in arrangements for Memorial Day or other patriotic services in the cemetery.

(7) Layouts and designs grave sites.

(8) Supervises the opening, setup, and closing of graves.

(9) Erects temporary grave markers.

(10) Receipts, inspects, and erects permanent-type headstones, and accepts and inspects private monuments.

(11) Inspects and accepts minor contractual work.

(12) Procures cemetery equipment and supplies.

(13) Solicits, evaluates, and accepts bids for contractual work, supplies, material, and equipment in accordance with and as limited by contracting officer's orders issued by higher procurement authority.

(14) Receives visitors and extends appropriate courtesies; maintains good relations with and supplies information to the public; contacts decedent's next of kin; and, where appropriate, obtains documents or data relative to interment and reservations.

(15) Examines service data submitted in support of eligibility for interment, and authorizes the interment of those decedents who clearly meet the established current interment eligibility criteria.

(16) Communicates with local armed services command posts, camps, and stations; next of kin; and funeral directors with regard to interment eligibility, interment data, and procurement of headstones. Also arranges for interment, provision of military honors, religious services, shipment and receipt of remains, and related subjects.

(17) Represents the United States in matters pertaining to Arlington National Cemetery to include giving personal tours to visiting dignitaries to the Tomb of the Unknowns, the Memorial Display Room, the J.F. Kennedy Grave site, and other historic points of interest within the cemetery. Formally accepts all approved items presented to the cemetery for display in the Unknowns' Memorials Display Room.

(18) Designates the routes of traffic within the cemetery for all funeral and ceremonies. When required, designates specific parking areas to accommodate attendees at ceremonies and special events.

b. The Administrative Services Division--

(1) Directs and executes all functions in connection with interment services; orders headstones and niche covers, and monitors the private monument program, the government headstone program, and the grave layout program.

(2) Administers and executes all cemetery procurement activities, information management, personnel recruitment/training functions, and the financial management programs.

(3) Administers and executes all functions in connection with activities of the visitors' center.

(4) Develops and implements the property and safety management programs.

c. The Facility Maintenance Division--

(1) Manages and maintains all cemetery buildings and facilities.

(2) Develops cost estimates and executes plans and specifications for minor cemetery construction and repair projects.

(3) Administers physical security.

(4) Administers and executes vehicle and equipment maintenance programs.

d. The Ground Maintenance Division --

(1) Administers and executes all functions in connection with interment operations and maintenance of designated special areas.

(2) Is responsible for all physical ceremonial support and post care of graves.

(3) Administers and executes all functions in connection with the cemetery grave liner program.

e. The U.S. Soldiers' and Airmen's Home National Cemetery--

(1) Provides all services in connection with the interment of deceased members of the U.S. Soldiers' and Airmen's Home.

(2) Maintains cemetery facilities and grounds.

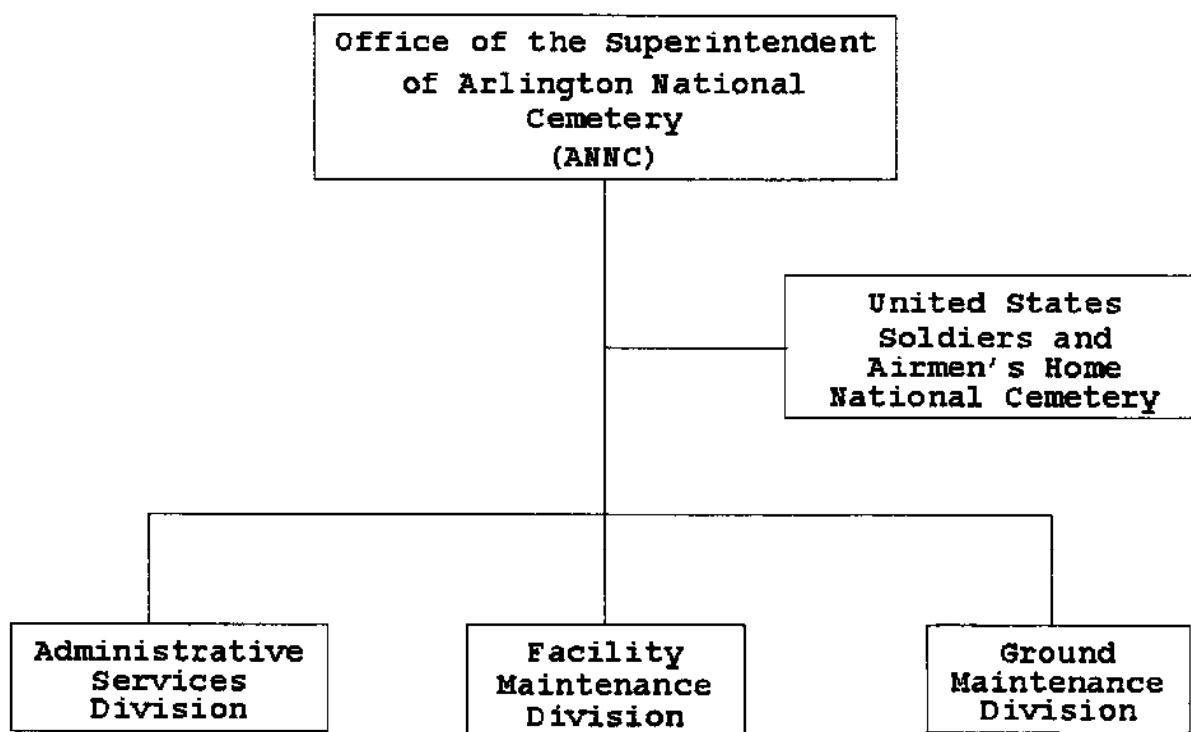


Figure 32-1. Organization of the Office of the Superintendent of Arlington National Cemetery

**Chapter 33**  
**United States Army Field Band**  
**(Musical Ambassadors of the Army)**

**33-1. Mission**

The United States Army Field Band is the Army's premier touring musical organization, officially recognized and promoted as the Secretary of the Army's band from the Nation's Capital. It provides musical support for Department of the Army directed and/or authorized concerts and tours, radio and television presentations, and approved civilian functions throughout the United States and around the world. It strengthens ties between the Army and civilian communities nationally and internationally for the Office, Chief of Public Affairs, Secretary of the Army.

**33-2 Functions of the Band Headquarters and its sub-elements****a. The Band Headquarters--**

- (1) Commands and controls all elements of the band.
- (2) Plans and conducts technical (musical) and military training.
- (3) Establishes programming for concerts.
- (4) Auditions military and civilian personnel applying for membership in the Army Field Band.
- (5) Prepares and executes the command operating budget and directs manpower utilization.
- (6) Directs personnel in one group to augment personnel in another group when required.

b. The Concert Band Group, Choral Group, Stage Band Group, and Combo Group are each tailored to a particular musical genre and perform functions both independently and combined in direct support of the mission to include:

- (1) Perform DA directed concerts/tours, and supports special events nationally and internationally.
- (2) Perform concerts/music clinics at high schools and colleges and on training/educational video tapes for use at high schools and colleges in support of Army recruiting and public affairs missions.
- (3) Perform on recordings for distribution to sponsors and radio and television stations.
- (4) Provide on-site instrumental auditions for regular Army Bands Program enlistments (except for Choral Group).

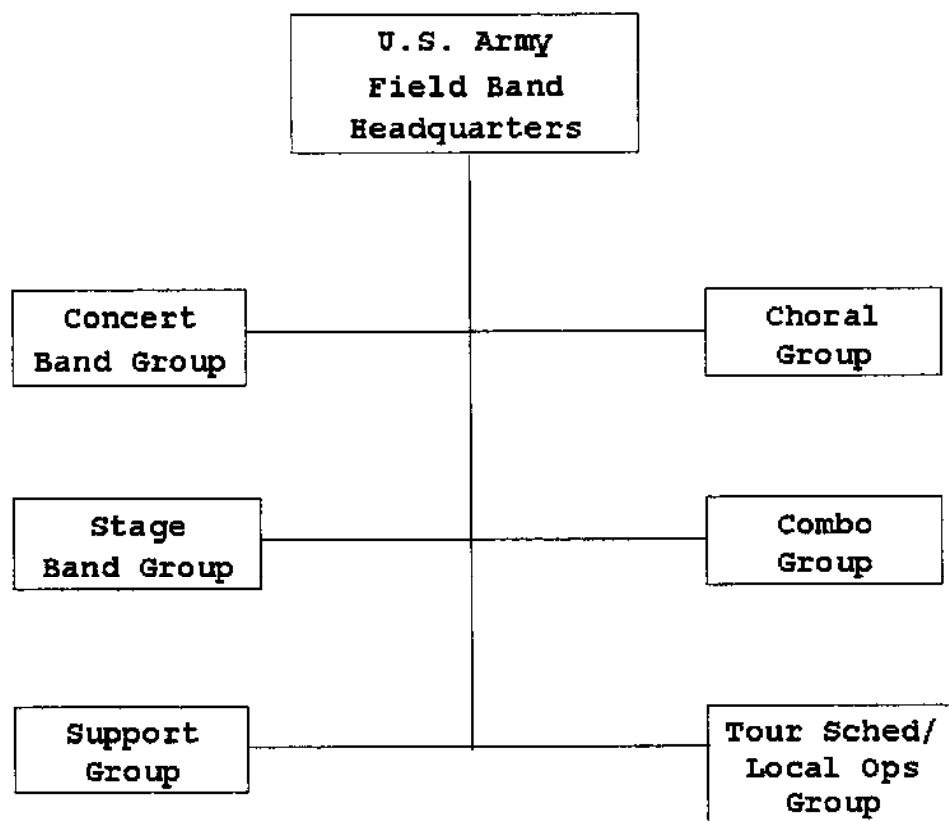
## c. The Support Group--

- (1) Provides administrative support (except for TDY) to all groups.
- (2) Provides logistical support and maintains unit property.
- (3) Maintains and repairs musical instruments.
- (4) Provides audio reinforcement at concerts and furnishes recording and music reproduction support.
- (5) Provides transportation support for all band groups and maintains unit motor pool.
- (6) Maintains unit library and coordinates copyright clearances/royalty fees for recordings with music publishing companies.
- (7) Provides musical arrangements and original compositions to band groups.
- (8) Coordinates auditions for civilian and military personnel.

## d. The Tour Schedule/Local Operations Group--

- (1) Submits proposals to higher headquarters for local, national, and international concerts/tours.
- (2) Coordinates concert/tours to include meetings with sponsors, inspection of performance sites and hotels, laundry and dry cleaning arrangements, travel directions, etc.
- (3) Provides administrative TDY support to all groups (orders, settlement vouchers, certification of funds, etc.).
- (4) Designs and produces recordings and publicity packets.
- (5) Provides training/educational videos and graphics in support of Army recruiting mission.





**Figure 33-1. Organization of the U.S. Army Field Band Headquarters**

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**Chapter 34**  
**The 289<sup>th</sup> Military Police Company**

**34-1. Mission**

The 289<sup>th</sup> Military Police Company provides support to the U.S. Army Military District of Washington for various contingency and ceremonial missions conducted by 3d U.S. Infantry (The Old Guard) which requires military police (MP) augmentation. This unit provides organic MTOE MP capability at platoon size to execute required contingency missions through integration of MTOE Military Police in the 3d U.S. Infantry.

**34-2. Functions of the 289<sup>th</sup> Military Police Company**

- a. Plan and execute training programs to develop proficiency for tactical and contingency missions.
- b. Participate in unit ceremonies.
- c. Participate in and conduct Army Honor and Army Full Honor Funerals in Arlington National Cemetery and the surrounding region.
- d. Represents the U.S. Army in joint service ceremonies and as representatives of the senior Service, assist in the ceremonial training of other Services.

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**Chapter 35**  
**The 152d Military Police Platoon**

**35-1. Mission.**

The 152d Military Police Platoon provides law enforcement to the New York Area Command and Fort Hamilton and support for ceremonial missions sponsored by U.S. Army Military District of Washington. This unit will provide organic MTOE Military Police capability at platoon size.

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## **Appendix A References**

### **Section I Required Publications**

AR 10-87            Major Army Commands in the Continental United States

MDW Pam 25-32    Preparing and Issuing Administrative Publications

### **Section II Related Publications**

A related publication is merely a source of additional information. The reader does not have to read it to understand this regulation.

AR 1-1            Planning, Programming, Budgeting and Execution System

AR 1-201          Army Inspection Policy

AR 5-1            Army Management Philosophy

AR 5-9            Intraservice Support Installation Area Coordination

AR 5-17          The Army Ideas for Excellence Program

AR 5-20          Commercial Activities Program

AR 11-2          Management Control

AR 11-7          Internal Review and Audit Compliance Program

AR 11-18        The Cost and Economic Analysis Program

AR 20-1          Inspector General Activities and Procedures

AR 25-series     Army Information Management

AR 27-1          Judge Advocate Legal Services

AR 27-10        Military Justice

AR 27-20        Claims

AR 27-40        Litigation

AR 37-series     Financial Administration

AR 37-1          Army Accounting and Fund Control

AR 37-49	Budgeting, Funding, and Reimbursement for Base Operations Support of Army Activities
AR 40 series	Medical Services
AR 71-32	Force Development and Documentation-Consolidated Policies
AR 95-series	Aviation
AR 165-1	Chaplain Activities in the United States Army
AR 190-Series	Military Police
AR 200-1	Environmental Protection and Enhancement
AR 220-5	Designation, Classification, and Change in Status of Units
AR 220-90	Army Bands
AR 290-5	Army National Cemeteries
AR 310-49	The Army Authorization Documents System (TAADS)
AR 360 series	Army Public Affairs
AR 380-5	Department of Army Information Security Program
AR 385-40	Army Accident Investigation and Reporting
AR 405 series	Real Estate
AR 570-4	Manpower Management
AR 570-5	The Army Functional Dictionary - Manpower
AR 570-7	Procedures for Conducting Equipment Survey
AR 600-20	Army Command Policy
AR 601-280	Army Retention Program
AR 690 series	Civilian Personnel
AR 700-84	Proper Fit of the Army Green Service Uniform
DA GO 25,	Army National Cemeteries 30 Jun 86)
DA GO 27,	U.S. Army Military District of Washington 1 Jun 71 Organization (Secs I & II)
DA Pam 25-40	Administrative Publications: Action Officers Guide
DODD 4500.43	Operational Support Airlift



1 May 2000

MDW Reg 10-87

DOD 4500.34-R	DOD Personal Property Traffic Management Regulation
DOD 4515.13-R	Air Transportation Eligibility
DODD 5122.5	Assistant to the Secretary of Defense for Public Affairs
FM 25-101	Battle Focused Training
FM 100-22	Installation Management
PL 100-525	Defense Authorization Amendments and Base Closure Realignment Act
PL 101-510	Base Realignment and Closure Act
10 USC 801	Uniform Code of Military Justice
31 USC 1517	Antideficiency Act
Fort Myer Reg 10-87	Organization and Functions
Fort Belvoir Reg 10-5	Organization and Functions
Fort Meade Reg 10-1	Organization and Functions
Fort Hamilton Reg 10-1	Organization and Functions

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**Appendix B**  
**Organizational History of the**  
**United States Army Military District of Washington**

**B-1. Antecedents and Origin**

The United States Army Military District of Washington (MDW) traces its origin back to 1921. However, it was not until 5 May 1942, under direction of the Commanding General, Eastern Defense Command, that the establishment of MDW (then called the Military District of Washington) was announced.

**B-2. World War II**

During World War II, working closely with officers of the Air Corps, the Navy, and the Marine Corps who served on its staff, MDW assumed more and more functions and responsibilities. One of its most important functions was to service the newly built Pentagon through the Army Headquarters Commandant (later Pentagon Commandant). Since MDW was established, its responsibilities have included administration of Army departmental enlisted personnel and the United States Army Band.

**B-3. Post World War II**

a. The 3d Infantry Regiment was activated in April 1948 (two battalions, stationed at Fort Myer and Fort McNair). Later, it was reorganized under the Pentomic concept and became the 1st Battle Group; it is now organized as the 1st Battalion (Reinforced), 3d U.S. Infantry (The Old Guard), stationed at Fort Myer (less Company A (Commander-in-Chief's Guard), which is stationed at Fort McNair). In 1983, as an exception to AR 220-5, the Department of the Army authorized The Old Guard to refer to itself as "3d Infantry" (on signs, letterheads, with troops, etc.).

b. After V-J day, a program was initiated for the reinterment of World War II dead. From 31 October 1948 to 1 January 1949, more than 3,500 World War II dead were reinterred in Arlington National Cemetery. The MDW and the 3d Infantry personnel provided escorts, firing squads, and other services.

c. Certain installations and other elements for which Headquarters, MDW, had provided command or logistical support were transferred from MDW jurisdiction. These included Fort Belvoir (and MDW units stationed at Fort Belvoir, including DeWitt Hospital); Vint Hill Farms; Arlington Hall Station; the First United States Army Arctic Test Center, Fort Churchill, Canada; and Walter Reed Army Medical Center. Medical personnel transferred to control of Walter Reed Army Medical Center continue to support MDW posts.

**B-4. The 1970's****1970**

MDW was reorganized into a single-level command, and formal designation was changed from Military District of Washington, United States Army, to United States Army Military District of Washington, the designation in current use (DA GO 27, 1971). Under current MDW organization, the Commanding General has the command responsibilities previously held by the commanders of Fort Myer, Fort McNair, and Cameron Station.

**1973**

MDW was assigned responsibility for supporting the Army Staff in the functional areas of personnel security, military personnel, civilian personnel, and equal employment opportunity.

**1978**

Headquarters, MDW, was reorganized into what is essentially its present structure. Under this structure, the Command Group directs the Personal Staff, and the Coordinating and Special Staff; this latter designation was adopted in 1985 to refer collectively to staff elements formerly considered part of the principal Staff and the Special Staff.

**1979**

The Office of the Pentagon Commandant--a second function of the Commander, United States Army Service Center for the Armed Forces--was abolished. Building administration and operational security responsibilities were transferred to the Office of the Secretary of Defense; other related functions of the Pentagon Commandant were realigned within MDW. An important change was assignment of the Pentagon Heliport to the MDW Deputy Chief of Staff for Communications and Electronics.

**B-5. The 1980's****1980**

Effective 1 July, the United States Army Engineer Activity, Capital Area, was established to provide real property maintenance in the National Capital Region. MDW engineer personnel were transferred to this unit, and the MDW Deputy Chief of Staff for Engineering and Housing became its commander.

**1983**

Control of the MDW Military Police Company (previously the 561st Military Police Company) was assigned to the Deputy Chief of Staff for Operations, Plans, and Security (less administration

and judicial support, furnished by the Commander, United States Army Garrison, Fort Myer). The Soldiers and Airmen's Home National Cemetery, administered by MDW, was redesignated the United States Soldiers and Airmen's Home National Cemetery (DA GO 27, 19 Jul 83, but effective since 15 October 1981).

#### 1984

The table of distribution and allowances for Davison United States Army Airfield was redesignated United States Army Davison Aviation Command. The Commander of this unit continues to command the airfield, which retains the designation of Davison United States Army Airfield.

#### 1985

Three staff activities were raised from subdirector level to report directly to the MDW Command Group: the Finance and Accounting Office and the Office of Internal Review (both formerly under the Deputy Chief of Staff for Resource Management) and the Installation Club Management Office formerly under the Deputy Chief of Staff for Personnel (DCSPER). The latter office came under the DCSPER in 1986.

#### 1986

The Army National Cemeteries, consisting of Arlington National Cemetery and the United States Soldiers and Airmen's Home National Cemetery, were transferred to MDW from the United States Army Military Personnel Center (MILPERCEN) (DA GO 25, 30 June 86, but effective since 30 Oct 85). The Assistant Secretary of the Army for Civil Works retained direct responsibility to the Secretary of the Army for policy formulation in the administration of these cemeteries. The Commander, MDW, had previously exercised supervisory responsibility for cemeteries per AR 290-5 and written agreement with Headquarters, Department of the Army (the Adjutant General).

The Army established the information mission area. In response to Army realignment of information management functions, MDW created a new staff principal office: the Office of the Deputy Chief of Staff for Information Management (DCSIM). This office combined elements previously designated as the Office of the Deputy Chief of Staff for Communications-Electronics and the Office of the Assistant Chief of Staff for Systems. It also gained the Administrative Systems Management Branch, formerly part of the Adjutant General Division of the Office of the DCSPER. The DCSIM is also the Commander, 1101st United States Army Signal Brigade (formerly the United States Army Information Systems Command-Operations Command). The Pentagon Heliport formerly under DCSC-E was realigned under USADAC.

The Office of the DCSPER underwent major reorganization in response to the Army requirement for Standard Installation Organization. This included realigning the Installation Club Management Office under the DCSPER and redesignating it the Operations Division of the Morale, Welfare, and Recreation Directorate.

#### 1987

The Office of the Deputy Chief of Staff for Acquisition underwent major reorganization and was designated the Directorate of Contracting. Under the Department of Defense Reorganization Act, the following activities were transferred to the Office of the Secretary of Army. United States Army Service Center for the Armed Forces, The Army Staff Civilian Personnel Office, and The Army Staff Personnel Security Office.

#### 1988

The Organizational Effectiveness Office was disestablished as a Personal Staff Office, and its functions were assumed by the MDW Deputy Chief of Staff for Resource Management.

On 1 October, the United States Army Engineer Center and Fort Belvoir was redesignated United States Army Fort Belvoir, transferred from the United States Army Training and Doctrine Command, and returned to the command of MDW. The primary mission changed from engineer training of officer and enlisted personnel to installation operation and support of its numerous tenant activities.

#### 1989

The Law Enforcement Division of the Office of the DCSOPS was redesignated the Law Enforcement Command (Provisional), remaining under operational control of the DCSOPS.

### B-6. The 1990's

#### 1990

The Pentagon Chaplain Services Office, a subordinate element of the U.S. Army Military District of Washington, was transferred on 13 March 1990 to the Office of the Coordinator, Headquarters Services-Washington, Pentagon, Washington, DC, a joint services and DOD activity under the supervision and control of the Administrative Assistant to the Secretary of the Army.

#### 1992

Effective 1 June 1992, the Law Enforcement Command (Provisional) was abolished, thus creating the Office of the Provost Marshal as part of the Commanding General MDW Special Staff.

Effective 1 October 1992, Headquarters, U.S. Army Davison Aviation Command was redesignated as the United States Army Operational Support Airlift (OSA) Command. It is under the command and control of the Commander, U.S. Army Military District of Washington.

### 1993

Effective 1 April 1993, HQ, MDW reorganized creating separate MACOM and Installation Staffs.

Effective 1 April 1993, Fort Myer Military Community (FMMC) was established as Fort Myer, Fort McNair, and Cameron Station.

Effective 1 April 1993, Fort Belvoir Military Community (FBMC) established as Fort Belvoir, Davison Army Airfield, and Engineer Proving Grounds.

Effective 1 July 1993, The Civilian Personnel Directorate reorganizes and forms the Civilian Army Personnel Service-National Capital Region (CAPS-NCR), minus the Hoffman Civilian Personnel Office.

Effective 15 July 1993, The 1101st Signal Brigade reorganizes and is redesignated the Information Systems Command (ISC) - U.S. Army Military District of Washington (MDW) thus creating a separate MDW Deputy Chief of Staff for Information Management (DCSIM) and a separate Fort Myer Military Community Director of Information Management (DOIM).

Effective 1 October 1993, four (4) installations transfer to MDW; Fort George G. Meade, Fort Holabird, Fort A.P. Hill, and Fort Ritchie.

Effective 1 October 1993, the Engineer Activity, Capital Area is discontinued under the U.S. Army Corp of Engineers. All civilian and military spaces transfer to the Military District of Washington.

### 1994

Effective 1 October 1994, Fort A.P. Hill was transferred as a sub-installation of Fort Meade to Fort Belvoir.

Effective 1 November 1994, The U.S. Army Field Band was transferred from FORSCOM to U.S. Army Military District of Washington.

Effective 1 November 1994, the 289th Military Police Company was organized. It was organized from existing resources from the 1st Battalion (Reinforced), 3d Infantry (The Old Guard).

**1995**

Effective 30 September 1995, Cameron Station closed in accordance with PL 100-526, The Defense Authorization Amendments and Base Closure and Realignment Act October 24, 1988.

Effective 1 October 1995, the fixed Wing portion of the Operational Support Airlift (OSA) Command transferred to the National Guard Bureau. The residual mission was redesigned the 12th Aviation Battalion, per permanent order 47-04, also effective 1 October 1995.

**1996**

Effective 1 October 1996, the MDW Civilian Army Personnel Services-National Capital Region (NCR) was chosen as the Army's regional center for the NCR. MDW had lead responsibility to stand up the Civilian Personnel Operating Center, Army National Capital Region. Command and control transferred to Assistant Secretary of the Army (Manpower and Reserve Affairs) on 30 March 1997.

**1997**

Effective 1 May 1997, the MDW Finance and Accounting Office closed and all assets capitalized to the Defense Finance Accounting Service.

Effective 1 October 1997, Fort Ritchie curtails operations under BRAC initiatives and will maintain a caretaker workforce until 30 September 2001.

Effective 1 October 1997, U.S. Army Field Band Augmentation was organized as a separate unit from existing resources from Fort George G. Meade.

Effective 1 October 1997, U.S. Army Garrison Fort Myer was organized as a separate unit from existing resources from the Headquarters Installation Support Activity.

Effective 1 October 1997, New York Area Command and Fort Hamilton, NY, transferred to MDW from FORSCOM and USARC; and the 152d Military Police Platoon is organized, assigned to Fort George G. Meade and attached to Fort Hamilton for duty.



## Glossary

### Abbreviations

AAA.....Army Audit Agency  
AAP.....Affirmative Action Plans  
AAS.....Air Assault School  
AC.....active component  
ACC.....Architectural Control Committee  
ACCS.....Army Case Control System  
ACE.....Assistant Chief of Engineers  
ACOE.....Army Community of Excellence  
ADP.....automated data processing  
AFH.....Army family housing  
AFIC.....Army Forces Inaugural Committee  
AIA.....Army information architecture  
AIRMP.....Army Information Resource Management Program  
AISSP.....Army Information Systems Security Program  
AJCC.....Alternate Joint Communications Center  
ANC.....Arlington National Cemetery  
APIC.....Army Performance Improvement Criteria  
APRT.....Army Physical Readiness Test  
AR.....Acquisition Reform  
AVIM.....aviation intermediate level maintenance  
AWOL.....absence without leave  
BASOPS.....base operations support  
BCE.....base-level commercial equipment  
BRAC.....base realignment and closure  
CA.....commercial activities  
CAPS-NCR.....Civilian Army Personnel Services - National  
                    Capital Region  
CFA.....Commission of Fine Arts  
CG.....commanding general  
CIA.....Central Intelligence Agency  
CID.....Criminal Investigative Division  
CJCS.....Chairman Joint Chief of Staff  
CLRP.....Command Logistics Review Program  
CLRT.....Command Logistics Review Team  
CLRT-X.....Command Logistics Review Team-Expanded  
CofS.....chief of staff  
COMSEC.....communications security  
CONUS.....continental United States  
COR.....contracting officer's representative  
CPAC.....Civilian Personnel Assistance Center  
CPD.....Civilian Personnel Directorate  
CRP.....COMSEC Resource Program  
CSA.....Chief of Staff, Army  
CSM.....command sergeant major  
DA.....Department of the Army  
DACH.....Department of the Army Chief of Chaplains  
DAIG.....Department of Army Inspector General  
DAMPL.....Department of Army Materiel Priority List  
dARS.....Databased Accounting Reconciliation System  
DC.....District of Columbia

DCAAPPS.....District of Columbia Area Automated  
Personal Property System  
DCAS.....Databased Commitment Accounting System  
DCG.....deputy commanding general  
DC&SE .....Directorate of Ceremonies and Special Events  
DCSEH.....Deputy Chief of Staff for Engineering and  
Housing  
DCSIM.....Deputy Chief of Staff for Information Management  
DCSLOG/ODCSLOG..Deputy Chief of Staff for Logistics/Office of  
Deputy Chief of Staff for Logistics  
DCSOPS/ODCSOPS..Deputy Chief of Staff for Operations, Plans, and  
Security/Office of the Deputy Chief of Staff  
for Operations, Plans, and Security  
DCSPER/ODCSPER..Deputy Chief of Staff for Personnel/Office of  
the Deputy Chief of Staff for Personnel  
DCSRM/ODCSRM...Deputy Chief of Staff for Resource Management/  
Office of the Deputy Chief of Staff for  
Resource Management  
DFAS.....Defense Finance and Accounting Services  
DFR.....drop from the roles  
DIBRS.....Defense Incident-based Reporting  
System  
DISA.....Defense Information Systems Agency  
DJMS-RC.....Defense Joint Military Pay System-  
Reserve Component  
DoD.....Department of Defense  
DoDIG.....Department of Defense Inspector General  
DOIM.....Director of Information Management  
DOL.....Director of Logistics  
DPCA.....Directorate of Personnel and Community Affairs  
DPM.....direct procurement method  
DPTMS.....Directorate of Plans, Training, Mobilization,  
and Security  
DPW.....Directorate of Public Works  
DRE.....Directors of Religious Education  
DRIS.....Defense Regional Inter-Service Support  
ECAP.....Environmental Compliance Program  
EEO.....Equal Employment Opportunity  
EFT.....electronic file transfer  
EFMB.....expert field medical badge  
EMT.....Emergency Medical Team  
EO.....equal opportunity  
EOC.....Emergency Operations Center  
EPG.....Engineer Proving Grounds  
FAO.....finance and accounting office  
FBI.....Federal Bureau of Investigations  
FBMC.....Fort Belvoir Military Community  
FGGMMC.....Fort George G. Meade Military Community  
FMCMC.....Fort Myer Military Community  
FOIA.....Freedom of Information Act  
FORSCOM.....Forces Command  
FPM.....federal personnel manual  
FRMC.....Fort Ritchie Military Community  
FSO.....Financial Support Office  
FST.....Forward Support Team

GAO.....Government Accounting Office  
GO.....general order  
GOC.....government-owned shipping containers  
GPRA.....Government Performance Results Act  
HEC.....Humphreys Engineering Center  
HQ.....headquarters  
HQDA.....Headquarters, Department of the Army  
HHC.....Headquarters and Headquarters Company  
IAW.....in accordance with  
IFR.....instrument flight rule  
IG.....inspector general  
IGARS.....Inspector General Action Request  
IM.....information management  
IMAC.....Information Management Advisory Council  
IMO.....information management officer  
IRS.....Information Requirements Study  
ISAs.....installation support agreements  
IT.....information technology  
ITAM.....Integrated Training Area Management Program  
JDC.....Jumps Data Collection  
JPPSOWA.....Joint Personal Property Shipping Office-  
                Washington Area  
LOI.....letter of intent  
MACOM.....major Army command  
MCA.....military construction Army  
MDW.....U.S. Army Military District of Washington  
MEC.....MDW Engineer Company  
METL.....mission essential task list  
MOBTDA.....mobilization table of distribution and  
                allowances  
MOU.....memorandum of understanding  
MP.....military police  
MPI.....military police investigator  
MPMIS.....Military Police Management Information System  
MRP.....Masters of Religious Program  
MSC/A.....major subordinate command/activity  
MTOE.....modified table of equipment  
MWDs.....military working dogs  
MWR.....morale, welfare, and recreation  
NAF.....nonappropriated fund  
NAFI.....nonappropriated fund instrumentality  
NCIC.....National Crime Information Center  
NCO.....noncommissioned officer  
NCPC.....National Capital Planning Commission  
NCR.....national capital region  
NEPA.....National Environmental Protection Act  
NIBRS.....National Incident-based Reporting System  
NPR.....National Performance Review  
NTV.....non-tactical vehicle  
NYAC.....New York Area Command  
OIP.....Organizational Inspection Program  
OIR.....Office of Internal Review  
OMA.....operation maintenance, Army  
OPA.....other procurement, Army  
OPLANS.....operational plans

OPM.....Office of Personnel Management  
OPMD.....Office of Personnel Management Division  
OPORDS.....operational orders  
OPSEC.....operations security  
OSD.....Office of the Secretary of Defense  
OSHA.....Occupational, Safety, and Health Act  
PA.....Privacy Act  
PAC.....personnel administration center  
PAO.....Public Affairs Office  
PBAS.....Program Budget Accounting System  
PARC.....Principal Assistant Responsible for Contracting  
PBG.....program budget guidance  
PCMS.....Purchase Card Management System  
PM.....provost marshal  
PMO.....Provost Marshal Office  
POC.....point of contact  
POM.....Program Objective Memorandum  
PPBES.....Planning, Programming, Budgeting, and Execution  
          System  
PPG.....Personnel Priority Group  
PSD.....Presidential Support Duty  
RCRA.....Resource Recovery Act  
RMU.....Resource Management Update  
RO.....Realignment Office  
ROBCO.....requirements objective code  
RPMA.....Real Property Maintenance Activity  
RPR.....resource performance review  
SAACONS.....Standard Army Automated Contracting System  
SACO.....Staff Action Control Office  
SADBU.....Small and Disadvantaged Business Utilization  
SAEDA.....Subversion and Espionage Directed Against the  
          Army  
SAV.....staff assistance visit  
SCI.....sensitive compartmented information  
SFTS.....Synthetic Flight Training System  
SGS.....secretary of the general staff  
SIP.....staff inspection visit  
SIRs.....serious incident reports  
SIT.....storage-in-transit  
SJA.....staff judge advocate  
SOP.....standing operating procedures  
SRT.....Special Reaction Teams  
STAMIS.....Standard Army Management Information Systems  
STANFINS.....Standard Army Financial System  
SVFR.....special visual flight rule  
TAADS.....The Army Authorization Documentation and  
          Allowance System  
TACOM.....Tank Automotive Command  
TAQ.....total Army quality  
TDA.....table of distribution and allowances  
TOE.....table of organization and equipment  
TOPS.....Transportation Operational Personal Property  
          Standard System  
TPSN.....Troop Program Sequence Number  
TQAP.....Total Quality Assurance Program

UCMJ.....Uniform Code of Military Justice  
UMT.....Unit Ministry Team  
URR.....Unconstrained Requirements Report  
USAG.....United States Army Garrison  
USAR.....U.S. Army Reserve  
USPFO.....U.S. Property and Fiscal Officer  
VFR.....visual flight rule  
VIP.....very important person  
VTER.....victory over terrorism  
WHTA.....White House Transportation Agency  
WRAMC.....Walter Reed Army Medical Center